

City Council Study Session Agenda

**August 25, 2015
Library Conference Room
951 Spruce Street
7:00 PM**

Note: The time frames assigned to agenda items are estimates for guidance only. Agenda items may be heard earlier or later than the listed time slot.

- | | | |
|-----------------------|-------------|---|
| 7:00 p.m. | I. | Call to Order |
| 7:00 p.m. – 7:45 p.m. | II. | Discussion – Building Permit and Land Development Services Survey Results |
| 7:45 p.m. – 8:00 p.m. | III. | Discussion – Local Licensing Authority Annual Report |
| 8:00 p.m. – 8:45 p.m. | IV. | Discussion – Golf Course Advisory Board Annual Report |
| 8:45 p.m. – 8:50 p.m. | V. | City Manager's Report & Advanced Agenda |
| 8:50 p.m. – 8:55 p.m. | VI. | Identification of Future Agenda Items |
| 8:55 p.m. | VII. | Adjourn |

**SUBJECT: BUILDING PERMIT AND LAND DEVELOPMENT SERVICES
SURVEY RESULTS**

DATE: AUGUST 25, 2015

**PRESENTED BY: MALCOLM FLEMING, CITY MANAGER
HEATHER BALSER, DEPUTY CITY MANAGER**

SUMMARY:

Attached is a copy of the Building Permit and Land Development Services Surveys Report of Results along with a power point presentation highlighting the findings. The survey was conducted to seek feedback/input from residents, developers and contractors on the building permit and development review process; what works well in addition to those areas that may need improvement. The National Research Center (NRC) conducted the surveys and will have Chelsey Farson and Morgan Adams at the August 25th Study Session to present the results.

RECOMMENDATION:

Discussion

ATTACHMENT(S):

1. Building Permit and Land Development Services Surveys Report of Results
2. Power Point Presentation



CITY OF LOUISVILLE, CO BUILDING PERMIT AND LAND DEVELOPMENT SERVICES SURVEYS

Report of Results

JULY 2015



2955 Valmont Road Suite 300 • Boulder, CO 80301
303-444-7863 • nrc@n-r-c.com • www.n-r-c.com

Contents

Executive Summary	1
Tables of Results.....	3
Complete Survey Responses	9
Responses to Open-ended Questions	13
Appendix A: Subgroup Comparisons for Selected Survey Questions	19
Appendix B: Survey Methodology	29
Appendix C: Survey Materials	31

Executive Summary

Survey Background

- In 2015 the City of Louisville contracted with National Research Center, Inc. to administer two surveys of building permit and land development applicants to assess the quality of and satisfaction with building permit and land development services provided by the **Louisville's Planning and Building Safety Division**.
- The 2015 City of Louisville Building Permit Survey was mailed to a random sample of 850 building permit applicants and the 2015 Land Development Survey was mailed to all 100 Land Development applicants.
- A total of 105 Building Permit Surveys and 24 Land Development Surveys were returned, providing a response rate of 12% and 24%, respectively.
- The margin of error is plus or minus nine percentage points around any given percentage point for the entire sample of building permit applicants and plus or minus 15 percentage points for land development applicants. Given these somewhat larger margins of error, the findings should be thought of as indicative of what other respondents might say, but caution should be used when generalizing the findings to the larger populations.
- When a table for a question that only permitted a single response does not total to exactly 100%, it is due to the customary practice of rounding values to the nearest whole number.

Building Permit Survey Highlights

Most respondents are satisfied with the Louisville building permit process

- When asked about their satisfaction with the application process, Louisville respondents **reported they were “very satisfied” or “somewhat satisfied” with availability/clarity of city building permit application materials (97%), knowledge/clarity of staff (96%) and availability/clarity of City building standards.** Slightly less were satisfied with the availability/responsiveness of staff (89%) and reasonableness of submittal requirements (88%).
- About one-quarter of individuals gave lower ratings to the timeliness of plan review. Otherwise, at least 9 in 10 respondents gave high marks to the plan review measures of the Building Permit process.
- Respondents reported the highest levels of satisfaction for knowledge/clarity of staff, availability/responsiveness of staff and notification of permit readiness in the permit issuance items, with at least **9 in 10 stating they were “very satisfied” or “somewhat satisfied”.** Permit issuance measures with the lowest levels of customer satisfaction were the costs of building fees, building use tax, impact fees and water/sewer tap fees (ranging between 71-76% **“very satisfied” or “somewhat satisfied”**).
- Over 8 in 10 individuals reported high levels of satisfaction with each of the construction **inspection measures and 9 in 10 gave positive ratings to the City's Issuance of Certificate of Occupancy** part of the Building Permit process.

Many respondents are experienced in the building permit process across the Front Range

- About half of respondents stated they have been through a building permit process in another city or county along the Front Range and a little less than half would say the process in the City of Louisville is “much better” or “somewhat better” than most.

Most building permit applications are for renovations

- Approximately half of respondents indicated that the last permit application they submitted was for a residential renovation/addition. About 7 in 10 respondents have only participated in the Louisville permit process 1-2 times and about 6 in 10 were the property owners.

Land Development Services Survey Highlights

Satisfaction with the Louisville land development review process is mixed

- Survey respondents reported a wide range of satisfaction with the land development review process. The highest rated measures of the pre-approval process were fairness of the **Planning Commission hearing (96% “very satisfied” or “somewhat satisfied”)**, fairness of City Council public hearing (95%), fairness of the Planning Commission hearing (96%), clarity of Planning Commission staff report (92%) and reasonableness of public notice requirements (88%). The items with the lowest levels of satisfaction were availability/clarity of planning standards/design guidelines (67%), timeliness of referral comments (67%), overall timeliness of pre-approval process (65%), reasonableness of application fee (60%) and overall reasonableness of referral comments (40%).
- About half of respondents reported low levels of satisfaction for all of the pre-construction parts of the **City’s land development** review process, ranging from public improvement **construction drawing requirements (40% “somewhat dissatisfied” or “very dissatisfied”)** to overall timeline for pre-construction process (53% dissatisfied).
- Under construction acceptance, the timeliness of public improvement construction inspections, clarity of final field inspection for PUD compliance, and clarity of public improvement inspection comments had the highest levels of customer satisfaction, with at least 7 in 10 respondents reporting they were very or somewhat satisfied. Overall, however, about 1 in 5 individuals reported being very dissatisfied with the measures of construction acceptance.

About half of respondents felt that the development review process in Louisville compares well to other communities in the area

- Approximately half of respondents stated they have participated in a development review process in other cities and about half of residents reported that the City of Louisville is “much better” or “somewhat better” than other jurisdictions along the Front Range.

Tables of Results

The following pages contain a complete set of responses to each question on the survey, excluding the “don’t know” responses.

Survey Results for Building Permit Survey

Table 1: Question 1: Application Process

Please rate your satisfaction with (or the quality of) the following aspects of the Building Permit Process.	Very satisfied		Somewhat satisfied		Somewhat dissatisfied		Very dissatisfied		Total	
Availability/clarity of City building standards	49%	N=41	43%	N=36	7%	N=6	1%	N=1	100%	N=84
Availability/clarity of city building permit application materials	52%	N=43	45%	N=37	2%	N=2	1%	N=1	100%	N=83
Reasonableness of submittal requirements (licenses, Engineering documents, etc.)	51%	N=42	37%	N=30	7%	N=6	5%	N=4	100%	N=82
Availability/responsiveness of staff	60%	N=51	29%	N=25	7%	N=6	4%	N=3	100%	N=85
Knowledge/clarity of staff	63%	N=53	32%	N=27	1%	N=1	4%	N=3	100%	N=84

Table 2: Question 1: Plan Review

Please rate your satisfaction with (or the quality of) the following aspects of the Building Permit Process.	Very satisfied		Somewhat satisfied		Somewhat dissatisfied		Very dissatisfied		Total	
Timeliness of Plan Review	41%	N=29	34%	N=24	15%	N=11	10%	N=7	100%	N=71
Clarity/reasonableness of review comments	43%	N=29	48%	N=32	7%	N=5	1%	N=1	100%	N=67
Availability/responsiveness of staff	53%	N=36	40%	N=27	4%	N=3	3%	N=2	100%	N=68
Knowledge/clarity of staff	57%	N=39	35%	N=24	4%	N=3	3%	N=2	100%	N=68

Table 3: Question 1: Permit Issuance

Please rate your satisfaction with (or the quality of) the following aspects of the Building Permit Process.	Very satisfied		Somewhat satisfied		Somewhat dissatisfied		Very dissatisfied		Total	
Notification permit is ready	64%	N=50	31%	N=24	3%	N=2	3%	N=2	100%	N=78
Cost of building fees	31%	N=25	40%	N=32	23%	N=19	6%	N=5	100%	N=81
Cost of building use tax	35%	N=24	39%	N=27	19%	N=13	7%	N=5	100%	N=69
Cost of impact fees	29%	N=17	43%	N=25	17%	N=10	10%	N=6	100%	N=58
Cost of water/sewer tap fees	28%	N=11	48%	N=19	23%	N=9	3%	N=1	100%	N=40
Availability/responsiveness of staff	51%	N=38	42%	N=31	5%	N=4	1%	N=1	100%	N=74
Knowledge/clarity of staff	57%	N=42	38%	N=28	4%	N=3	1%	N=1	100%	N=74
Timeliness of permit issuance	50%	N=41	29%	N=24	13%	N=11	7%	N=6	100%	N=82

Table 4: Question 1: Construction Inspection

Please rate your satisfaction with (or the quality of) the following aspects of the Building Permit Process.	Very satisfied		Somewhat satisfied		Somewhat dissatisfied		Very dissatisfied		Total	
Usefulness of Pre-construction conference	47%	N=17	42%	N=15	11%	N=4	0%	N=0	100%	N=36
Clarity of inspection record/card (checklist)	48%	N=31	43%	N=28	8%	N=5	2%	N=1	100%	N=65
Construction inspection request procedures	49%	N=34	37%	N=26	13%	N=9	1%	N=1	100%	N=70
Timeliness of construction inspections	57%	N=44	29%	N=22	13%	N=10	1%	N=1	100%	N=77
Clarity of construction inspection comments	54%	N=37	32%	N=22	9%	N=6	6%	N=4	100%	N=69
Timeliness of utility/public improvement inspections	48%	N=20	43%	N=18	7%	N=3	2%	N=1	100%	N=42
Clarity of utility/public improvement inspection comments	55%	N=21	32%	N=12	11%	N=4	3%	N=1	100%	N=38
Reasonableness of punch list items	48%	N=23	33%	N=16	13%	N=6	6%	N=3	100%	N=48
Availability and responsiveness of staff	57%	N=40	33%	N=23	6%	N=4	4%	N=3	100%	N=70
Knowledge/clarity of staff	60%	N=43	31%	N=22	6%	N=4	4%	N=3	100%	N=72

Table 5: Question 1: Issuance of Certificate of Occupancy

Please rate your satisfaction with (or the quality of) the following aspects of the Building Permit Process.	Very satisfied		Somewhat satisfied		Somewhat dissatisfied		Very dissatisfied		Total	
Clarity of final inspection and punch list	60%	N=28	32%	N=15	6%	N=3	2%	N=1	100%	N=47
Reasonableness of punch list items	47%	N=18	42%	N=16	5%	N=2	5%	N=2	100%	N=38
Timeliness of CO issuance	56%	N=24	35%	N=15	2%	N=1	7%	N=3	100%	N=43

Table 6: Question 3

Have you been through a building permit process in another city or county along the Front Range?	Percent	Number
No	48%	N=47
Yes	52%	N=51
Total	100%	N=98

Table 7: Question 4

How would you compare the building permit process in the City of Louisville to other jurisdictions along the Front Range? Would you say it is . . .	Percent	Number
Much better than most	10%	N=5
Somewhat better than most	37%	N=19
About the same as most	35%	N=18
Somewhat worse than most	12%	N=6
Much worse than most	6%	N=3
Total	100%	N=51

Table 8: Question 6

How have you interacted with the City's Building Safety Division over the last three years?	Percent	Number
Submitted a building permit application requiring plan review	47%	N=38
Submitted an over-the-counter building permit application	42%	N=34
Submitted a contractor license form	11%	N=9
Total	100%	N=81

Table 9: Question 7

If you submitted a building permit application, what was your construction request? (please check all that apply)	Percent	Number
New Residential Construction	5%	N=4
Residential Renovation/Addition	50%	N=43
New Non-Residential Construction	13%	N=11
Core and Shell	3%	N=3
Tenant Finish	12%	N=10
Plumbing	23%	N=20
Electrical	34%	N=29
Minor Permit (fence, roofing, water heater, etc...)	26%	N=22
Other	9%	N=8

Total may exceed 100% as respondents could select more than one option.

Table 10: Question 8

How many times have you participated in the building permit process in Louisville in the last five years?	Percent	Number
1-2 times	70%	N=64
3-5 times	21%	N=19
6-10 times	4%	N=4
10 or more times	5%	N=5
Total	100%	N=92

Table 11: Question 9

In what role did you participate in the building permit process with the City? (Please check one only.)	Percent	Number
Property owner	59%	N=55
Business owner	9%	N=8
Developer	0%	N=0
Architect	1%	N=1
Contractor	30%	N=28
Consultant	1%	N=1
Other	1%	N=1
Total	100%	N=94

Survey Results for Land Development Services Survey

Table 12: Question 1

Did the project for your most recent application require an administrative review (no public hearing) or a public hearing (before Planning Commission and City Council)?	Percent	Number
Administrative	5%	N=1
Public hearing	95%	N=20
Total	100%	N=21

Table 13: Question 2: Pre-approval

Please rate your satisfaction with (or the quality of) the following aspects of the development review process.	Very satisfied		Somewhat satisfied		Somewhat dissatisfied		Very dissatisfied		Total	
Availability/clarity of planning standards/design guidelines	46%	N=11	21%	N=5	25%	N=6	8%	N=2	100%	N=24
Availability/clarity of application materials	50%	N=12	29%	N=7	17%	N=4	4%	N=1	100%	N=24
Reasonableness of public notice requirements	67%	N=16	21%	N=5	8%	N=2	4%	N=1	100%	N=24
Reasonableness of application fee	30%	N=7	30%	N=7	30%	N=7	9%	N=2	100%	N=23
Availability/responsiveness of staff	58%	N=14	25%	N=6	8%	N=2	8%	N=2	100%	N=24
Knowledge/clarity of staff	63%	N=15	8%	N=2	21%	N=5	8%	N=2	100%	N=24
Usefulness of pre-application conference	50%	N=9	17%	N=3	11%	N=2	22%	N=4	100%	N=18
Reasonableness of submittal requirements (traffic report, etc.)	38%	N=8	38%	N=8	19%	N=4	5%	N=1	100%	N=21
Overall reasonableness of referral comments	35%	N=6	18%	N=3	35%	N=6	12%	N=2	100%	N=17
Planning Division's referral comments	42%	N=8	32%	N=6	21%	N=4	5%	N=1	100%	N=19
Public Works Department's referral comments	27%	N=4	13%	N=2	13%	N=2	47%	N=7	100%	N=15
Parks and Recreation Department's referral comments	46%	N=6	31%	N=4	8%	N=1	15%	N=2	100%	N=13
Timeliness of referral comments	43%	N=9	24%	N=5	14%	N=3	19%	N=4	100%	N=21
Clarity of Planning Commission staff report	65%	N=15	26%	N=6	4%	N=1	4%	N=1	100%	N=23
Fairness of the Planning Commission hearing	74%	N=17	22%	N=5	0%	N=0	4%	N=1	100%	N=23
Clarity of City Council staff report	61%	N=11	22%	N=4	11%	N=2	6%	N=1	100%	N=18
Fairness of City Council public hearing	74%	N=14	21%	N=4	0%	N=0	5%	N=1	100%	N=19
Overall timeliness for pre-approval process	43%	N=10	22%	N=5	13%	N=3	22%	N=5	100%	N=23

Table 14: Question 2: Pre-construction

Please rate your satisfaction with (or the quality of) the following aspects of the development review process.	Very satisfied		Somewhat satisfied		Somewhat dissatisfied		Very dissatisfied		Total	
Availability/clarity of construction standards/design guidelines	33%	N=6	22%	N=4	22%	N=4	22%	N=4	100%	N=18
Public Improvement construction drawing requirements	33%	N=5	27%	N=4	20%	N=3	20%	N=3	100%	N=15
Reasonableness of public improvement plan review comments	38%	N=5	15%	N=2	23%	N=3	23%	N=3	100%	N=13
Creation/finalization of subdivision/development agreement	30%	N=3	20%	N=2	10%	N=1	40%	N=4	100%	N=10
Final mylar signature and recordation	25%	N=3	25%	N=3	25%	N=3	25%	N=3	100%	N=12
Overall timeline for pre-construction process	27%	N=4	20%	N=3	13%	N=2	40%	N=6	100%	N=15

Table 15: Question 2: Construction Acceptance

Please rate your satisfaction with (or the quality of) the following aspects of the development review process.	Very satisfied		Somewhat satisfied		Somewhat dissatisfied		Very dissatisfied		Total	
Usefulness of pre-construction meeting	30%	N=3	30%	N=3	0%	N=0	40%	N=4	100%	N=10
Reasonableness of construction acceptance requirements	33%	N=4	17%	N=2	25%	N=3	25%	N=3	100%	N=12
Timeliness of public improvement construction inspections	30%	N=3	50%	N=5	0%	N=0	20%	N=2	100%	N=10
Clarity of public improvement inspection comments	30%	N=3	40%	N=4	10%	N=1	20%	N=2	100%	N=10
Clarity of final public improvement inspection punch list	22%	N=2	44%	N=4	0%	N=0	33%	N=3	100%	N=9
Clarity of final field inspection for PUD compliance	13%	N=1	63%	N=5	0%	N=0	25%	N=2	100%	N=8
Overall timeline for construction acceptance	27%	N=3	18%	N=2	0%	N=0	55%	N=6	100%	N=11

Table 16: Question 4

Have you been through a development review process in another city or county along the Front Range?	Percent	Number
No	48%	N=10
Yes	52%	N=11
Total	100%	N=21

Table 17: Question 5

How would you compare the development review process in the City of Louisville to other jurisdictions along the Front Range? Would you say it is . . .	Percent	Number
Much better than most	18%	N=2
Somewhat better than most	27%	N=3
About the same as most	18%	N=2
Somewhat worse than most	18%	N=2
Much worse than most	18%	N=2
Total	100%	N=11

Table 18: Question 7

How you have interacted with the City's Planning Division over the last three years?	Percent	Number
Submitted a development review application (Annexation, Zoning, PUD, SRU, or Variance)	50%	N=11
Submitted a building permit application	18%	N=4
Submitted both	32%	N=7
Total	100%	N=22

Table 19: Question 8

If you participated in the development review process, what was your development review request? (please check all that apply)	Percent	Number
Annexation	6%	N=1
Zoning/General Development Plan	28%	N=5
Planned Unit Development	28%	N=5
Plat/Minor Plan Revision	17%	N=3
Special Review Use	28%	N=5
Variance Request	67%	N=12
Other	6%	N=1

Total may exceed 100% as respondents could select more than one option.

Table 20: Question 9

Have you been through a building permit process in another city or county along the Front Range?	Percent	Number
1-2 times	76%	N=16
3-4 times	10%	N=2
5-6 times	5%	N=1
6 or more times	10%	N=2
Total	100%	N=21

Table 21: Question 10

In what role did you participate in the development review process with the City? (Please check one only.)	Percent	Number
Property owner	67%	N=14
Business owner	0%	N=0
Developer	10%	N=2
Architect	14%	N=3
Contractor	0%	N=0
Consultant	5%	N=1
Other	5%	N=1
Total	100%	N=21

Complete Survey Responses

The following pages contain a complete set of responses to each question on the survey, including the “don’t know” responses. The percent of respondents giving a particular response is shown followed by the number of respondents.

Building Permit Survey

Table 22: Question 1: Application Process

Please rate your satisfaction with (or the quality of) the following aspects of the Building Permit Process.	Very satisfied		Somewhat satisfied		Somewhat dissatisfied		Very dissatisfied		N/A		Total	
Availability/clarity of City building standards	42%	N=41	37%	N=36	6%	N=6	1%	N=1	14%	N=14	100%	N=98
Availability/clarity of city building permit application materials	44%	N=43	38%	N=37	2%	N=2	1%	N=1	14%	N=14	100%	N=97
Reasonableness of submittal requirements (licenses, Engineering documents, etc.)	44%	N=42	32%	N=30	6%	N=6	4%	N=4	14%	N=13	100%	N=95
Availability/responsiveness of staff	52%	N=51	25%	N=25	6%	N=6	3%	N=3	14%	N=14	100%	N=99
Knowledge/clarity of staff	53%	N=53	27%	N=27	1%	N=1	3%	N=3	16%	N=16	100%	N=100

Table 23: Question 1: Plan Review

Please rate your satisfaction with (or the quality of) the following aspects of the Building Permit Process.	Very satisfied		Somewhat satisfied		Somewhat dissatisfied		Very dissatisfied		N/A		Total	
Timeliness of Plan Review	30%	N=29	25%	N=24	11%	N=11	7%	N=7	26%	N=25	100%	N=96
Clarity/reasonableness of review comments	31%	N=29	34%	N=32	5%	N=5	1%	N=1	28%	N=26	100%	N=93
Availability/responsiveness of staff	39%	N=36	29%	N=27	3%	N=3	2%	N=2	27%	N=25	100%	N=93
Knowledge/clarity of staff	41%	N=39	26%	N=24	3%	N=3	2%	N=2	28%	N=26	100%	N=94

Table 24: Question 1: Permit Issuance

Please rate your satisfaction with (or the quality of) the following aspects of the Building Permit Process.	Very satisfied		Somewhat satisfied		Somewhat dissatisfied		Very dissatisfied		N/A		Total	
Notification permit is ready	53%	N=50	26%	N=24	2%	N=2	2%	N=2	17%	N=16	100%	N=94
Cost of building fees	26%	N=25	33%	N=32	20%	N=19	5%	N=5	16%	N=16	100%	N=97
Cost of building use tax	26%	N=24	29%	N=27	14%	N=13	5%	N=5	26%	N=24	100%	N=93
Cost of impact fees	18%	N=17	27%	N=25	11%	N=10	7%	N=6	37%	N=34	100%	N=92
Cost of water/sewer tap fees	12%	N=11	21%	N=19	10%	N=9	1%	N=1	57%	N=52	100%	N=92
Availability/responsiveness of staff	40%	N=38	33%	N=31	4%	N=4	1%	N=1	22%	N=21	100%	N=95
Knowledge/clarity of staff	45%	N=42	30%	N=28	3%	N=3	1%	N=1	21%	N=20	100%	N=94
Timeliness of permit issuance	43%	N=41	25%	N=24	12%	N=11	6%	N=6	14%	N=13	100%	N=95

Table 25: Question 1: Construction Inspection

Please rate your satisfaction with (or the quality of) the following aspects of the Building Permit Process.	Very satisfied		Somewhat satisfied		Somewhat dissatisfied		Very dissatisfied		N/A		Total	
Usefulness of Pre-construction conference	19%	N=17	16%	N=15	4%	N=4	0%	N=0	60%	N=55	100%	N=91
Clarity of inspection record/card (checklist)	34%	N=31	30%	N=28	5%	N=5	1%	N=1	29%	N=27	100%	N=92
Construction inspection request procedures	37%	N=34	28%	N=26	10%	N=9	1%	N=1	24%	N=22	100%	N=92
Timeliness of construction inspections	47%	N=44	23%	N=22	11%	N=10	1%	N=1	18%	N=17	100%	N=94
Clarity of construction inspection comments	40%	N=37	24%	N=22	7%	N=6	4%	N=4	25%	N=23	100%	N=92
Timeliness of utility/public improvement inspections	22%	N=20	20%	N=18	3%	N=3	1%	N=1	54%	N=49	100%	N=91
Clarity of utility/public improvement inspection comments	24%	N=21	14%	N=12	5%	N=4	1%	N=1	56%	N=49	100%	N=87
Reasonableness of punch list items	26%	N=23	18%	N=16	7%	N=6	3%	N=3	46%	N=41	100%	N=89
Availability and responsiveness of staff	43%	N=40	25%	N=23	4%	N=4	3%	N=3	25%	N=23	100%	N=93
Knowledge/clarity of staff	47%	N=43	24%	N=22	4%	N=4	3%	N=3	22%	N=20	100%	N=92

Table 26: Question 1: Issuance of Certificate of Occupancy

Please rate your satisfaction with (or the quality of) the following aspects of the Building Permit Process.	Very satisfied		Somewhat satisfied		Somewhat dissatisfied		Very dissatisfied		N/A		Total	
Clarity of final inspection and punch list	32%	N=28	17%	N=15	3%	N=3	1%	N=1	47%	N=41	100%	N=88
Reasonableness of punch list items	21%	N=18	18%	N=16	2%	N=2	2%	N=2	56%	N=49	100%	N=87
Timeliness of CO issuance	27%	N=24	17%	N=15	1%	N=1	3%	N=3	51%	N=45	100%	N=88

Land Development Services Survey

Table 27: Question 2: Pre-approval

Please rate your satisfaction with (or the quality of) the following aspects of the development review process.	Very satisfied		Somewhat satisfied		Somewhat dissatisfied		Very dissatisfied		N/A		Total	
Availability/clarity of planning standards/design guidelines	46%	N=11	21%	N=5	25%	N=6	8%	N=2	0%	N=0	100%	N=24
Availability/clarity of application materials	50%	N=12	29%	N=7	17%	N=4	4%	N=1	0%	N=0	100%	N=24
Reasonableness of public notice requirements	67%	N=16	21%	N=5	8%	N=2	4%	N=1	0%	N=0	100%	N=24
Reasonableness of application fee	30%	N=7	30%	N=7	30%	N=7	9%	N=2	0%	N=0	100%	N=23
Availability/responsiveness of staff	58%	N=14	25%	N=6	8%	N=2	8%	N=2	0%	N=0	100%	N=24
Knowledge/clarity of staff	63%	N=15	8%	N=2	21%	N=5	8%	N=2	0%	N=0	100%	N=24
Usefulness of pre-application conference	38%	N=9	13%	N=3	8%	N=2	17%	N=4	25%	N=6	100%	N=24
Reasonableness of submittal requirements (traffic report, etc.)	33%	N=8	33%	N=8	17%	N=4	4%	N=1	13%	N=3	100%	N=24
Overall reasonableness of referral comments	30%	N=6	15%	N=3	30%	N=6	10%	N=2	15%	N=3	100%	N=20
Planning Division's referral comments	36%	N=8	27%	N=6	18%	N=4	5%	N=1	14%	N=3	100%	N=22
Public Works Department's referral comments	18%	N=4	9%	N=2	9%	N=2	32%	N=7	32%	N=7	100%	N=22
Parks and Recreation Department's referral comments	27%	N=6	18%	N=4	5%	N=1	9%	N=2	41%	N=9	100%	N=22
Timeliness of referral comments	39%	N=9	22%	N=5	13%	N=3	17%	N=4	9%	N=2	100%	N=23
Clarity of Planning Commission staff report	63%	N=15	25%	N=6	4%	N=1	4%	N=1	4%	N=1	100%	N=24
Fairness of the Planning Commission hearing	71%	N=17	21%	N=5	0%	N=0	4%	N=1	4%	N=1	100%	N=24
Clarity of City Council staff report	48%	N=11	17%	N=4	9%	N=2	4%	N=1	22%	N=5	100%	N=23
Fairness of City Council public hearing	58%	N=14	17%	N=4	0%	N=0	4%	N=1	21%	N=5	100%	N=24
Overall timeliness for pre-approval process	42%	N=10	21%	N=5	13%	N=3	21%	N=5	4%	N=1	100%	N=24

Table 28: Question 2: Pre-construction

Please rate your satisfaction with (or the quality of) the following aspects of the development review process.	Very satisfied		Somewhat satisfied		Somewhat dissatisfied		Very dissatisfied		N/A		Total	
Availability/clarity of construction standards/design guidelines	27%	N=6	18%	N=4	18%	N=4	18%	N=4	18%	N=4	100%	N=22
Public Improvement construction drawing requirements	24%	N=5	19%	N=4	14%	N=3	14%	N=3	29%	N=6	100%	N=21
Reasonableness of public improvement plan review comments	24%	N=5	10%	N=2	14%	N=3	14%	N=3	38%	N=8	100%	N=21
Creation/finalization of subdivision/development agreement	14%	N=3	10%	N=2	5%	N=1	19%	N=4	52%	N=11	100%	N=21
Final mylar signature and recordation	14%	N=3	14%	N=3	14%	N=3	14%	N=3	43%	N=9	100%	N=21
Overall timeline for pre-construction process	19%	N=4	14%	N=3	10%	N=2	29%	N=6	29%	N=6	100%	N=21

Table 29: Question 2: Construction Acceptance

Please rate your satisfaction with (or the quality of) the following aspects of the development review process.	Very satisfied		Somewhat satisfied		Somewhat dissatisfied		Very dissatisfied		N/A		Total	
Usefulness of pre-construction meeting	16%	N=3	16%	N=3	0%	N=0	21%	N=4	47%	N=9	100%	N=19
Reasonableness of construction acceptance requirements	20%	N=4	10%	N=2	15%	N=3	15%	N=3	40%	N=8	100%	N=20
Timeliness of public improvement construction inspections	16%	N=3	26%	N=5	0%	N=0	11%	N=2	47%	N=9	100%	N=19
Clarity of public improvement inspection comments	17%	N=3	22%	N=4	6%	N=1	11%	N=2	44%	N=8	100%	N=18
Clarity of final public improvement inspection punch list	11%	N=2	22%	N=4	0%	N=0	17%	N=3	50%	N=9	100%	N=18
Clarity of final field inspection for PUD compliance	5%	N=1	26%	N=5	0%	N=0	11%	N=2	58%	N=11	100%	N=19
Overall timeline for construction acceptance	16%	N=3	11%	N=2	0%	N=0	32%	N=6	42%	N=8	100%	N=19

Responses to Open-ended Questions

Following are verbatim responses to the open-ended question on the two surveys, grouped by survey and question. The verbatim responses were not edited for grammar or punctuation.

Building Permit Survey

Question 2: Where should staff focus its efforts to improve the process listed above?

- Reduce requirements that do little to improve safety but add a lot of \$ to costs.
- As a do it yourselfer I would have liked more consult in the beginning. Could have saved a bit of time & money.
- Generally, the permitting was quick and efficient.
- No improvements at this time.
- All in all things are great working with the city.
- Inspection timeliness.
- I met with the head of building department, xxxx, and he was exceptional. Very helpful.
- I think the fees were very expensive. The inspector was only here for 25 minutes each time. There should be a time available when the inspector comes, not just a day.
- Inspector was uncommunicative and condescending and inflexible in working with general contractor on final punch list needed for C.O. His inflexible irrelevant interpretations of stucco on concrete foundation and of ridiculous make up air kit installation cost us significant time....
- We have no experience with another city to provide an informed comparison.
- Don't change a thing. Other cities around you including Ft. Collins are becoming "Little Boulder" which is bad.
- For lack of a better description, it seems the department and staff are striving to "be like Boulder".
- NA.
- We renovated our kitchen, which involved plumbing and electrical work and installation of an exhaust vent through the roof. It might be nice to provide a website or (printed) guide to requirements for residential remodels (bathrooms, kitchens, room additions, etc.)
- Process worked for me.
- I had a good experience & no additional focus required in building permit process.
- Speed up the process.
- My house is over 50 years old. Delay was in need for hist. pres. review.
- No great ideas for improvement, sorry. We used the walk in Tuesday hours to apply for our permit and got it right away as the home owners. This is very convenient! Thank you!
- Reasonableness of requirements are terrible.
- Low voltage requirements were vague and/or not communicated well. Put us at risk of missing our co timing need.
- Roof inspector should go on the roof to inspect & not just use binoculars!
- Need more consistency among field inspectors.

- I can't really answer these questions because my designer & contractor handled the building permit process. I was, however, shocked at how expensive the permit was!!!
- Final inspection process was very difficult for us (presumably) for certain aspects of compliance that were unknown (furnace, utility space).
- Many companies have to move quickly to meet changing business needs, the lead time and requirements for review and approval cause delays, the cost of permitting of small projects can exceed 10% of the total cost, inspectors are often not trained for industrial equipment/construction.
- Inspectors knowledgeable & easy to work with.
- My general manager of the remodel did all the permitting, etc. Seemed to go smoothly.
- All seem adequate presently.
- Have the process focus on safety & quality instead of revenue generation for the city provide value don't just take my money!
- Decrease fees. Clarify website
- Make standards easier to find online for residential education and readiness.
- No suggestion--use of function has been limited to furnace, water heater, deck etc inspections. They have been timely and w/o problems
- Provide more timely permit issuance. Two weeks for simple remodels like a kitchen or basement finish is way too long. To have to wait longer because some staff member was out of the office for personal reasons is not acceptable practice. Contractors have business to run and delays can be costly to employees and clients.
- Louisville has always taken the longest to issue fence permits. Most all other cities in the vicinity are able to issue fence permits over the counter.
- Most cities in the Front Range area mail the permits out. When a business isn't located in the city itself, it becomes quite the hassle to take someone away from their job to pick up a permit. I appreciate that I can pay over the phone, but actually getting the permit in the companies hands can be difficult.
- In the inspection phase, be more open to residential owners who may have equal or more knowledge of building and other codes, by reason of their construction or professional knowledge and experience, than the inspector. Inspectors should also avoid being arbitrary about failing inspections based on items not within the scope of permits.
- It seems like one is at the mercy of more than the building department when doing a project. Planning, public works, fire, etc. It feels like I am at the mercy of all these other entities and it is outside my own control.
- If inspectors are running behind, a phone call would help. I was listed as an AM inspection. Waited all day, finally (after a call to the building dept.) I got a call at 4:45 PM that they wouldn't be able to be there until the next day. Lost an entire day waiting, when a simple phone call would have allowed me to be productive. Incredibly frustrating.
- Front desk lady is not very nice or helpful. I always feel like I am bothering her - forward facing/customer facing folks should enjoy interacting w/customers - she (xxxx) certainly abhors it. Completely opposite experience with the rest of staff (rest of city actually)

Question 5: Why did you give the rating listed above?

- Other departments have longer review times & are hard to communicate with.
- Less stress in Louisville!
- The city personnel seemed very friendly and helpful. Nothing extraordinary either way (good or bad).
- We are a plumbing contractor, mostly just applying for a license and getting inspections.
- xxxx was able to give me pointers on what he felt needed to be done to make the project successful.
- Because city of Boulder. Boulder county are much worse!
- The friendliness of the staff and knowledge overall in Louisville compared to Boulder.
- See item 1. Other cities are: Slow, don't care about the businesses having the work done, expensive, and full of Bureaucracy.
- Louisville was for house improvements Boulder was for commercial space.
- Louisville city very good.
- I deal with a lot of cities and counties on a day to day basis some are very difficult to deal with Louisville is one of the easier cities to deal with.
- Though we understand growth & development has expanded greatly in Louisville, requiring more attention to detail, there seem to have been a big shift to the "impersonal" a loss for our cherished and neighborly small town.
- Applications & issue of permits tend to be faster in Louisville than many other jurisdictions staff tends to be friendly, clear, and generally prompt.
- Our permit was obtained by our contractor. There were no issues and all seemed to go smoothly. Inspections done in a timely manner. No issue or concerns from our perspective.
- My roofing company handle permitting so I was largely uninvolved in the process.
- Only did one plumbing job, getting a plumbing license was a pain, you have records from DORA about everyone online, but you make us bring physical paper copies of this to you, it took me 2 trips to your bldg. to obtain one.
- No online access to check permit status. Staff at front counter told us she does not have time to check if job passed inspection, and to drive to clients home to obtain permit passed status on permit card.
- Need a little flexibility on Tyvec house wrap inspection & grandfather in egress windows for retro fit on old homes.
- Working in Boulder & Denver.
- Chief building official is an egomaniac. He is well known among contractors and is the subject of ridicule. Tough and fair does not have to equal what this guy is.
- Previous experience with city of Boulder required much more time and frustration.
- I have no idea about the process. I have been out of the construction business for 40 years. Every things seems ok.
- More approachable than city of boulder.
- All building departments seen to be about the same as far as time for permits & what is needed to apply & receive building permit.
- Other jurisdictions have more experience with commercial/industrial projects, and can meet the needs for expediting.

- Have spoken with others obtaining permits & Louisville appears to be a more timely & streamlined process.
- Most difficult city to work with.
- You are easy to work with
- Ever since the new guy replaced xxxx- The building dept. sucks!
- Quicker
- has been less confusing and faster than most others
- Plan review is too long for simple projects that could be done over the counter.
- Review of sign permits takes too long. Should be a 3 day process instead of a 10 day process.
- Length of time it takes for a permit to be issued.
- Most cities along the Front Range mail or email me a copy of the permit. It is inconvenient to have to send someone to pick it up.
- Reasonable expectations
- Each city has its own quirks. Louisville is good at answering questions from the counter, but some of the surveying requirements are quite cumbersome. Some of the design guidelines are a bit vague and could be interpreted differently. At the end of the project you never know what hoops you need to jump through for final approval and have to wait for an inspection every time. These inspections often get rolled over to the next day stopping work.
- Nice folks, helpful & courteous. Not punitive in nature as other building depts can be.

Question 7: Other permit application, please specify:

- Solar thermal.
- Mechanical.
- Roofing permit
- Siding & windows
- Siding/windows
- Water heater, A/C
- Heating
- Commerical
- Sign Contractor
- hvac

Question 9: Other role, please specify:

- Engineer

Land Development Services Survey

Question 3: Where should staff focus its efforts to improve the process listed above?

- More integrated, less expensive.
- We have received great feedback through out the process.
- The process went smoothly & nothing needs to be changed.
- For my case it was fine.
- More administrative processing-Too much micro management from councils-Let staff do the job, they are the professionals not elected boards.
- Seems like you are already addressed the turnaround time for permits.
- Building permit dept wanted us to build to commercial IBC code for a residential property to be possibly used for home occupancy for business in the future. That is ridiculous and cost us time money in the process.
- I felt the process was lengthy but quite fair. The only negative was the inconsistency of what the rules were each time I went in there was a new rule or code the previous person failed to mention or met the [?]. However, overall I was quite happy & impressed w/ the process & ease/helpfulness of the staff.
- Fix the re zoning category for our neighborhood of 1/3 acre lots. The planning division did not warn us ahead of time that we would likely need to apply for a lot coverage variance because of the screwy re zoning issue. This resulted in extra fees and a delay of several months.
- Graphic representation of zoning standards (height,setbacks,bulk,etc.); typical construction details in CAD format from public works, revamp & consistency of application material.
- Shorten the timeline.
- more staff to improve turn around time.
- streamline the process and make guidelines more uniform city wide
- The Public Works staff functions with the efficiency and clarity of a first grader. They lack organization, clarity and understanding of even their own processes. I can go through a long list of specific failings of key staff members but to get to the rot of the problem I believe management needs to focus on replacing staff members xxxx, xxxx and xxxx. Throughout the public improvement, engineering process there were 12 revisions to plans from Public Works, all with direction from xxxx. Later revisions were actually to remove comments from the plan set that he had required in earlier revisions. Throughout the process he would haphazardly throw in new requirements that had never been mentioned before and acted a though it was not a big deal even though these new requirements added thousands of dollars to cost and extensive delays. This was done even after the plans were approved and signed off. The lack of respect for us, our project, our city and our citizens elt beyond opprobrious. There comes a time when it should be acknowledged that someone hates their job, and because of that, causes damage beyond simple incompetence. I truly feel personal egos, personal unhappiness, and general lack of concern for wht their job really means, prevents the three aforementioned people from performing their duties responsibly.
- Staff needs to focus on consistency. Comments that are given by public works staff in pre-conference meeting seem to have no relation to requirements for final approval. My understanding of the pre-construction meeting is to lay out the requirements

and make sure that everyone understands the scope and requirements of the project. Comments from Planning staff were in direct conflict with comments from Public Works staff. throughout the process requirements change without any notice, clarification or explanation. We asked for a list of requirements and were told by Public Works engineer that, " if we knew what we were doing than we would know what the requirements were." Throughout the process it became evident that he was not even sure of what the requirements were. There appears to be an atmosphere, or thought pattern, from staff that if they are vague enough in their responses then they cannot be held accountable. I consistently found staff, both Planning and Public Works, very willing to make verbal demands of requirements but unwilling to respond to questions in email or writing. This makes it very difficult to keep a project, especially a larger one, on budget and on time. I have worked in cities with much more restrictive policies and more intricate requirements but had a much easier time because of their organization and clear communication. This is not a city that I would recommend to other developers

- More clarity and improved negotiation in public works (engineering) requirements.

Question 6: Why did you give the rating listed above?

- We have dealt with Boulder city & county & Estes park.
- Very responsive staff.
- Seems Louisville process more efficient and less time consuming.
- Depends on the municipality. Some better, some worse
- Louisville is very pleasant to work with from a staff perspective, but limited in terms of helping guide the process (experience, creativity, resourcefulness.)
- The overall process takes too long. The public works staff does not respond to the promised timeline.
- Why won't you try public road !!!
- approval process is slow so review process is very slow
- staff is knowledgeable + the new regulation on 10% increase
- Staff incompetence and ego
- Lack of organization and knowledge base of staff
- Similar process, documents available, and staff time & reports

Question 8: Other development review request, please specify:

- N/A
- HPC landmark

Question 10: Other role, please specify:

- Attorney

Appendix A: Subgroup Comparisons for Selected Survey Questions

Survey responses were compared by respondent subgroups based on demographic characteristics (interaction with City staff, number of times participated in process, role in process). The tables show the ratings for the selected survey questions compared by characteristics. Cells shaded grey indicate statistically significant differences ($p \leq .05$).

Building Permit

Table 30: Question 1-Application Process

Please rate your satisfaction with (or the quality of) the following aspects of the Building Permit Process.: (Percent rating as "very satisfied" or "somewhat satisfied").	How have you interacted with the City's Building Safety Division over the last three years?			Participation in the building permit process in the last 5 years			Role in building permit process		Overall
	Submitted a building permit application requiring plan review	Submitted an over-the-counter building permit application	Submitted a contractor license form	1-2 times	3-5 times	6 times or more	Property owner	All others (Business owner, Developer, Architect, Contractor, Consultant, Other)	
Availability/clarity of City building standards	89%	93%	86%	94%	89%	75%	95%	86%	92%
Availability/clarity of city building permit application materials	97%	93%	100%	94%	100%	100%	95%	97%	96%
Reasonableness of submittal requirements (licenses, Engineering documents, etc.)	81%	93%	100%	92%	84%	75%	90%	85%	88%
Availability/responsiveness of staff	83%	94%	100%	96%	84%	67%	98%	81%	89%
Knowledge/clarity of staff	92%	100%	100%	98%	89%	100%	98%	94%	95%

Table 31: Question 1-Plan Review

Please rate your satisfaction with (or the quality of) the following aspects of the Building Permit Process.: (Percent rating as "very satisfied" or "somewhat satisfied").	How have you interacted with the City's Building Safety Division over the last three years?			Participation in the building permit process in the last 5 years			Role in building permit process		Overall
	Submitted a building permit application requiring plan review	Submitted an over-the-counter building permit application	Submitted a contractor license form	1-2 times	3-5 times	6 times or more	Property owner	All others (Business owner, Developer, Architect, Contractor, Consultant, Other)	
Timeliness of Plan Review	70%	85%	80%	83%	73%	20%	80%	70%	75%
Clarity/reasonableness of review comments	86%	94%	100%	91%	87%	100%	90%	92%	91%
Availability/responsiveness of staff	86%	100%	100%	96%	87%	80%	95%	88%	93%
Knowledge/clarity of staff	89%	100%	100%	95%	93%	80%	95%	92%	93%

Table 32: Question 1-Permit Issuance

Please rate your satisfaction with (or the quality of) the following aspects of the Building Permit Process.: (Percent rating as "very satisfied" or "somewhat satisfied").	How have you interacted with the City's Building Safety Division over the last three years?			Participation in the building permit process in the last 5 years			Role in building permit process		Overall
	Submitted a building permit application requiring plan review	Submitted an over-the-counter building permit application	Submitted a contractor license form	1-2 times	3-5 times	6 times or more	Property owner	All others (Business owner, Developer, Architect, Contractor, Consultant, Other)	
Notification permit is ready	92%	96%	100%	96%	94%	89%	98%	91%	95%
Cost of building fees	57%	81%	83%	72%	76%	44%	65%	76%	70%
Cost of building use tax	65%	84%	83%	75%	82%	38%	68%	78%	74%
Cost of impact fees	59%	90%	67%	76%	71%	33%	67%	76%	72%
Cost of water/sewer tap fees	67%	87%	67%	78%	88%	33%	80%	67%	75%
Availability/responsiveness of staff	89%	96%	100%	95%	89%	88%	95%	91%	93%
Knowledge/clarity of staff	88%	100%	100%	96%	94%	88%	95%	94%	95%
Timeliness of permit issuance	70%	87%	83%	86%	72%	50%	84%	74%	79%

Table 33: Question 1-Construction Inspection

Please rate your satisfaction with (or the quality of) the following aspects of the Building Permit Process.: (Percent rating as "very satisfied" or "somewhat satisfied").	How have you interacted with the City's Building Safety Division over the last three years?			Participation in the building permit process in the last 5 years			Role in building permit process		Overall
	Submitted a building permit application requiring plan review	Submitted an over-the-counter building permit application	Submitted a contractor license form	1-2 times	3-5 times	6 times or more	Property owner	All others (Business owner, Developer, Architect, Contractor, Consultant, Other)	
Usefulness of Pre-construction conference	78%	100%	100%	95%	67%	100%	88%	88%	89%
Clarity of inspection record/card (checklist)	88%	90%	100%	90%	88%	100%	89%	93%	91%
Construction inspection request procedures	85%	83%	83%	88%	72%	100%	86%	84%	86%
Timeliness of construction inspections	78%	88%	100%	90%	76%	67%	88%	81%	86%
Clarity of construction inspection comments	86%	82%	83%	89%	81%	67%	90%	79%	86%
Timeliness of utility/public improvement inspections	89%	100%	100%	96%	80%	100%	96%	87%	90%
Clarity of utility/public improvement inspection comments	87%	89%	100%	92%	80%	50%	90%	82%	87%
Reasonableness of punch list items	81%	80%	100%	86%	79%	50%	80%	82%	81%
Availability and responsiveness of staff	89%	90%	100%	95%	76%	100%	95%	87%	90%
Knowledge/clarity of staff	91%	87%	100%	91%	82%	100%	90%	90%	90%

Table 34: Question 1-Issuance of Certificate of Occupancy

Please rate your satisfaction with (or the quality of) the following aspects of the Building Permit Process.: (Percent rating as "very satisfied" or "somewhat satisfied").	How have you interacted with the City's Building Safety Division over the last three years?			Participation in the building permit process in the last 5 years			Role in building permit process		Overall
	Submitted a building permit application requiring plan review	Submitted an over-the-counter building permit application	Submitted a contractor license form	1-2 times	3-5 times	6 times or more	Property owner	All others (Business owner, Developer, Architect, Contractor, Consultant, Other)	
Clarity of final inspection and punch list	91%	93%	100%	97%	83%	50%	89%	94%	91%
Reasonableness of punch list items	90%	91%	100%	92%	91%	50%	86%	93%	89%
Timeliness of CO issuance	95%	92%	100%	96%	91%	50%	88%	100%	91%

Table 35: Question 3

	How have you interacted with the City's Building Safety Division over the last three years?			Participation in the building permit process in the last 5 years			Role in building permit process		Overall
	Submitted a building permit application requiring plan review	Submitted an over-the-counter building permit application	Submitted a contractor license form	1-2 times	3-5 times	6 times or more	Property owner	All others (Business owner, Developer, Architect, Contractor, Consultant, Other)	
Have you ever been through a building permit process in another city or county along the Front Range (Percent rating "yes")?	61%	47%	89%	36%	89%	89%	27%	90%	52%

Table 36: Question 4

	How have you interacted with the City's Building Safety Division over the last three years?			Participation in the building permit process in the last 5 years			Role in building permit process		Overall
	Submitted a building permit application requiring plan review	Submitted an over-the-counter building permit application	Submitted a contractor license form	1-2 times	3-5 times	6 times or more	Property owner	All others (Business owner, Developer, Architect, Contractor, Consultant, Other)	
How would you compare the building permit process in the City of Louisville to other jurisdictions along the Front Range? Would you say it is...(Percent rating "much better than most" or "somewhat better than most")	48%	50%	63%	57%	59%	0%	47%	49%	47%

Land Development Services

Table 37: Question 2-Pre-approval

Please rate your satisfaction with (or the quality of) the following aspects of the development review process: (Percent rating as "very satisfied" or "somewhat satisfied").	Have you interacted with the City's Planning Division over the last three years?			Participation in the land development process in the last 5 years		Role in development review process		Overall
	Submitted a development review application (Annexation, Zoning, PUD, SRU, or Variance)	Submitted a building permit application	Submitted both	1-2 times	3 or more times	Property owner	All others (Business owner, Developer, Architect, Contractor, Consultant, Other)	
Availability/clarity of planning standards/design guidelines	64%	100%	57%	75%	40%	64%	71%	67%
Availability/clarity of application materials	73%	100%	86%	88%	60%	86%	71%	79%
Reasonableness of public notice requirements	91%	100%	86%	94%	80%	86%	100%	87%
Reasonableness of application fee	50%	100%	57%	60%	60%	46%	86%	61%
Availability/responsiveness of staff	91%	100%	71%	100%	40%	93%	71%	83%
Knowledge/clarity of staff	82%	75%	57%	81%	40%	79%	57%	71%
Usefulness of pre-application conference	78%	100%	25%	91%	20%	89%	43%	67%
Reasonableness of submittal requirements (traffic report, etc.)	80%	100%	67%	86%	60%	83%	71%	76%
Overall reasonableness of referral comments	63%	100%	33%	64%	40%	44%	71%	53%
Planning Division's referral comments	67%	100%	86%	75%	80%	70%	86%	74%
Public Works Department's referral comments	43%	100%	20%	63%	0%	57%	17%	40%
Parks and Recreation Department's referral comments	60%	100%	100%	100%	50%	67%	100%	77%
Timeliness of referral comments	56%	100%	71%	79%	40%	75%	57%	67%
Clarity of Planning Commission staff report	91%	100%	100%	100%	80%	93%	100%	91%

Please rate your satisfaction with (or the quality of) the following aspects of the development review process: (Percent rating as "very satisfied" or "somewhat satisfied").	Have you interacted with the City's Planning Division over the last three years?			Participation in the land development process in the last 5 years		Role in development review process		Overall
	Submitted a development review application (Annexation, Zoning, PUD, SRU, or Variance)	Submitted a building permit application	Submitted both	1-2 times	3 or more times	Property owner	All others (Business owner, Developer, Architect, Contractor, Consultant, Other)	
Fairness of the Planning Commission hearing	100%	100%	100%	100%	100%	100%	100%	96%
Clarity of City Council staff report	89%	100%	80%	100%	60%	91%	83%	83%
Fairness of City Council public hearing	100%	100%	100%	100%	100%	100%	100%	95%
Overall timeliness for pre-approval process	73%	100%	43%	75%	40%	79%	43%	65%

Table 38: Question 2-Pre-construction

Please rate your satisfaction with (or the quality of) the following aspects of the development review process: (Percent rating as "very satisfied" or "somewhat satisfied").	Have you interacted with the City's Planning Division over the last three years?			Participation in the land development process in the last 5 years		Role in development review process		Overall
	Submitted a development review application (Annexation, Zoning, PUD, SRU, or Variance)	Submitted a building permit application	Submitted both	1-2 times	3 or more times	Property owner	All others (Business owner, Developer, Architect, Contractor, Consultant, Other)	
Availability/clarity of construction standards/design guidelines	67%	100%	33%	67%	25%	73%	20%	56%
Public Improvement construction drawing requirements	50%	100%	60%	78%	25%	75%	40%	60%
Reasonableness of public improvement plan review comments	50%	100%	50%	57%	50%	67%	40%	54%

Please rate your satisfaction with (or the quality of) the following aspects of the development review process: (Percent rating as "very satisfied" or "somewhat satisfied").	Have you interacted with the City's Planning Division over the last three years?			Participation in the land development process in the last 5 years		Role in development review process		Overall
	Submitted a development review application (Annexation, Zoning, PUD, SRU, or Variance)	Submitted a building permit application	Submitted both	1-2 times	3 or more times	Property owner	All others (Business owner, Developer, Architect, Contractor, Consultant, Other)	
Creation/finalization of subdivision/development agreement	40%	100%	50%	80%	0%	60%	33%	50%
Final mylar signature and recordation	40%	100%	33%	67%	25%	67%	25%	50%
Overall timeline for pre-construction process	50%	100%	20%	67%	0%	67%	0%	47%

Table 39: Question 2-Construction Acceptance

Please rate your satisfaction with (or the quality of) the following aspects of the development review process: (Percent rating as "very satisfied" or "somewhat satisfied").	Have you interacted with the City's Planning Division over the last three years?			Participation in the land development process in the last 5 years		Role in development review process		Overall
	Submitted a development review application (Annexation, Zoning, PUD, SRU, or Variance)	Submitted a building permit application	Submitted both	1-2 times	3 or more times	Property owner	All others (Business owner, Developer, Architect, Contractor, Consultant, Other)	
Usefulness of pre-construction meeting	67%	100%	50%	67%	50%	80%	33%	60%
Reasonableness of construction acceptance requirements	67%	100%	20%	50%	50%	71%	0%	50%
Timeliness of public improvement construction inspections	100%	100%	75%	83%	100%	100%	67%	80%
Clarity of public improvement inspection comments	67%	100%	75%	83%	50%	100%	33%	70%
Clarity of final public	50%	100%	75%	80%	50%	100%	33%	67%

Please rate your satisfaction with (or the quality of) the following aspects of the development review process: (Percent rating as "very satisfied" or "somewhat satisfied").	Have you interacted with the City's Planning Division over the last three years?			Participation in the land development process in the last 5 years		Role in development review process		Overall
	Submitted a development review application (Annexation, Zoning, PUD, SRU, or Variance)	Submitted a building permit application	Submitted both	1-2 times	3 or more times	Property owner	All others (Business owner, Developer, Architect, Contractor, Consultant, Other)	
improvement inspection punch list								
Clarity of final field inspection for PUD compliance	100%	100%	75%	100%	50%	100%	67%	75%
Overall timeline for construction acceptance	0%	100%	40%	57%	0%	67%	0%	45%

Table 40: Question 4

	Have you interacted with the City's Planning Division over the last three years?			Participation in the land development process in the last 5 years		Role in development review process		Overall
	Submitted a development review application (Annexation, Zoning, PUD, SRU, or Variance)	Submitted a building permit application	Submitted both	1-2 times	3 or more times	Property owner	All others (Business owner, Developer, Architect, Contractor, Consultant, Other)	
Have you been through a development review process in another city or county along the Front Range (Percent rating "yes")?	36%	67%	71%	33%	100%	31%	86%	52%

Table 41: Question 5

	Have you interacted with the City's Planning Division over the last three years?			Participation in the land development process in the last 5 years		Role in development review process		Overall
	Submitted a development review application (Annexation, Zoning, PUD, SRU, or Variance)	Submitted a building permit application	Submitted both	1-2 times	3 or more times	Property owner	All others (Business owner, Developer, Architect, Contractor, Consultant, Other)	
How would you compare the development review process in the City of Louisville to other jurisdictions along the Front Range? Would you say it is...(Percent rating "much better than most" or "somewhat better than most")	25%	100%	40%	60%	20%	50%	33%	45%

Appendix B: Survey Methodology

Survey Instrument Development

The City of Louisville conducted two surveys in 2015 to assess the quality of and satisfaction with building permit and land development services provided by the **Louisville's** Planning and Building Safety Division. These results help the City make decisions to improve review processes in this department. Two two-page survey instruments, one for building permits and one for land development, were created in an iterative process between City and NRC staff.

Selecting Survey Recipients

“Sampling” refers to the method by which survey recipients are chosen. The “sample” refers to all those who were given a chance to participate in the survey. All building permit applicants (owner, contractor or otherwise) from 2012 through 2014 were eligible for the Building Permit Survey. NRC used the permit list to randomly select recipients of the Building Permit Survey to create a final list of 850. The Building Permit Survey recipients were divided into two types: 510 minor permit applicants and 340 major permit applicants. All 100 land development applicants from 2013 through March 2015 received the Land Development Survey. Surveys were mailed to the contact listed in the application.

Survey Administration and Response

The full two-page surveys included one and a half pages of questions regarding individual satisfaction with aspects regarding the City's Building Permit or Land Development review processes, as appropriate, and a half page of questions about respondent demographics. All survey recipients were provided the option to complete the survey online.

Each selected recipient was contacted three times. First, a prenotification announcement informing the household members that they had been selected to participate in the survey was mailed. Approximately one week after mailing the prenotification, each household was mailed a survey and a cover letter signed by the City Manager enlisting participation. The cover letter contained a URL where respondents could complete the survey online, if desired. The packet also contained a postage-paid return envelope in which the survey recipients could return the completed questionnaire to NRC. A reminder letter and survey, scheduled to arrive one week after the first survey, was the final contact. The second cover letter asked those who had not completed the survey to do so and those who had already done so to refrain from turning in another survey. All survey recipients were provided the option to complete the survey online.

The mailings were sent in April 2015 and completed surveys were collected over the following five weeks. About 6% of the 850 Building Permit surveys and 8% of the Land Development surveys mailed were returned because the unit was vacant or the postal service was unable to deliver the survey as addressed. Of the remaining 798 Building Permit Survey recipients, 105 completed the survey (76 by mail and 29 online), providing a response rate of 12%. The Land Development Survey had a response rate of 24%; of the 92 contacts who received the survey, 24 completed the survey (20 by mail and 4 online).

95% Confidence Intervals

The 95% confidence interval (or “margin of error”) quantifies the “sampling error” or precision of the estimates made from the survey results. A 95% confidence interval can be calculated for any sample size, and indicates that in 95 of 100 surveys conducted like this one, for a particular item, a result would be found that is within plus or minus four percentage points of the result that would be found if everyone in the population of interest was surveyed. The practical difficulties of conducting any resident survey may introduce other sources of error in addition to sampling error. Despite best efforts to boost participation and ensure potential inclusion of all households, some selected households will decline participation in the survey (potentially introducing non-response error) and some eligible households may be unintentionally excluded from the listed sources for the sample (referred to as coverage error).

While the 95 percent confidence interval is generally no greater than plus or minus nine percentage points around any given percent reported for the entire sample for the Building Permit Survey and plus or minus 15 percentage points for the Land Development Survey. Results for subgroups will have wider confidence intervals. Where estimates are given for subgroups, they are less precise.

Survey Processing (Data Entry)

Mailed surveys were submitted via postage-paid business reply envelopes. Each survey was reviewed and “cleaned” as necessary. All surveys were entered into an electronic dataset, which was subject to a data entry protocol of “key and verify.” In this process, data were entered twice into an electronic dataset and then compared. Discrepancies were evaluated against the original survey form and corrected. Range checks as well as other forms of quality control were also performed.

Data from the web surveys were automatically collected and stored while respondents answered the questions. The online survey data were downloaded, cleaned as necessary and appended to the mail survey data to create a final, complete dataset.

Analyzing the Data

The surveys were analyzed using the Statistical Package for the Social Sciences (SPSS). Frequency distributions are presented in the body of the report. Chi-square and ANOVA tests of significance were applied to breakdowns of selected survey questions by permit type (major or minor). A “*p*-value” of 0.05 or less indicates that there is less than a 5% probability that differences observed between groups are due to chance; or in other words, a greater than 95% probability that the differences observed in the selected categories of our sample represent “real” differences among those populations. Where differences between subgroups are statistically significant, they are marked with grey shading in the appendices.

Appendix C: Survey Materials

A copy of the survey materials appear on the following pages.

City of Louisville Building Permit Survey

To help us continuously improve, we want your opinions on Louisville's building permit process. Please answer these questions honestly. Your answers will remain confidential and will be reported in group form only. We will use the information to identify areas that may need changes or additional resources as well as areas that are working well and we should maintain. We are always trying to improve the process and appreciate your participation!

BUILDING PERMIT PROCESS

The questions below relate to the City of Louisville's building permit process and construction inspections. Please answer these questions if you have submitted a building permit application to the City's **Building Safety Division**.

1. Please rate your satisfaction with (or the quality of) the following aspects of the Building Permit Process.

<u>APPLICATION PROCESS</u>	<u>Very satisfied</u>	<u>Somewhat satisfied</u>	<u>Somewhat dissatisfied</u>	<u>Very dissatisfied</u>	<u>N/A</u>
Availability/clarity of City building standards.....	1	2	3	4	5
Availability/clarity of city building permit application materials ...	1	2	3	4	5
Reasonableness of submittal requirements (licenses, Engineering documents, etc.).....	1	2	3	4	5
Availability/responsiveness of staff	1	2	3	4	5
Knowledge/clarity of staff	1	2	3	4	5

PLAN REVIEW

Timeliness of the Plan Review.....	1	2	3	4	5
Clarity/reasonableness of review comments	1	2	3	4	5
Availability/responsiveness of staff	1	2	3	4	5
Knowledge/clarity of staff	1	2	3	4	5

PERMIT ISSUANCE

Notification permit is ready	1	2	3	4	5
Cost of building fees	1	2	3	4	5
Cost of building use tax	1	2	3	4	5
Cost of impact fees.....	1	2	3	4	5
Cost of water/sewer tap fees	1	2	3	4	5
Availability/responsiveness of staff	1	2	3	4	5
Knowledge/clarity of staff	1	2	3	4	5
Timeliness of permit issuance.....	1	2	3	4	5

CONSTRUCTION INSPECTION

Usefulness of Pre-construction conference	1	2	3	4	5
Clarity of inspection record/card (checklist).....	1	2	3	4	5
Construction inspection request procedures	1	2	3	4	5
Timeliness of construction inspections	1	2	3	4	5
Clarity of construction inspection comments.....	1	2	3	4	5
Timeliness of utility/public improvement inspections	1	2	3	4	5
Clarity of utility/public improvement inspection comments	1	2	3	4	5
Reasonableness of punch list items.....	1	2	3	4	5
Availability and responsiveness of staff	1	2	3	4	5
Knowledge and clarity of staff.....	1	2	3	4	5

ISSUANCE OF CERTIFICATE OF OCCUPANCY (CO)

Clarity of final inspection and punch list	1	2	3	4	5
Reasonableness of punch list items.....	1	2	3	4	5
Timeliness of CO issuance.....	1	2	3	4	5

2. Where should staff focus its efforts to improve the process listed above?

3. Have you been through a building permit process in another city or county along the Front Range?

- ☐ No → go to question #6
☐ Yes

4. How would you compare the building permit process in the City of Louisville to other jurisdictions along the Front Range? Would you say it is . . .

- ☐ Much better than most
☐ Somewhat better than most
☐ About the same as most
☐ Somewhat worse than most
☐ Much worse than most

5. Why did you give the rating above?

These last questions are about you as a participant in the building permit process. Again, all of your responses to this survey are completely anonymous and will be reported in group form only.

6. How have you interacted with the City's Building Safety Division over the last three years?

- ☐ Submitted a building permit application requiring plan review
☐ Submitted an over-the-counter building permit application
☐ Submitted a contractor license form

7. If you submitted a building permit application, what was your construction request?
(please check all that apply)

- ☐ New Residential Construction
☐ Residential Renovation/Addition
☐ New Non-Residential Construction
 ☐ Core and Shell
 ☐ Tenant Finish
☐ Plumbing
☐ Electrical
☐ Minor Permit (fence, roofing, water heater, etc.)
☐ Other (please specify:_____)

8. How many times have you participated in the building permit process in Louisville in the last five years?

- ☐ 1-2 ☐ 3-5 ☐ 6-10 ☐ 10+

9. In what role did you participate in the building permit process with the City? (Please check one only.)

- ☐ Property owner
☐ Business owner
☐ Developer
☐ Architect
☐ Contractor
☐ Consultant
☐ Other (please specify: _____)

This survey is anonymous. However, if you want to discuss this survey or a specific project, please contact:

- City Manager, Malcolm Fleming (303-335-4532/malcolmf@louisvilleco.gov) or
- Planning & Building Safety Director, Troy Russ (303-335-4590/troyr@louisvilleco.gov).

Thank you for completing this survey and helping us improve our service to you and the community!

City of Louisville Land Development Services Survey

To help us continuously improve, we want your opinions on Louisville's development review process. Please answer these questions honestly. Your answers will remain confidential and will be reported in group form only. We will use the information to identify areas that may need changes or additional resources as well as areas that are working well and we should maintain. We are always trying to improve the process and appreciate your participation!

DEVELOPMENT REVIEW PROCESS

The questions in this survey relate the City of Louisville's development review process only. Specifically, these questions apply if you have submitted a development review application to the City's **Planning and Engineering Divisions** for one or more of the following items: *Annexation, Rezoning/General Development Plan, Planned Unit Development (PUD), Plat/Minor Plat Revision, Special Review Use, or Variance.*

1. **Did the project for your most recent application require an administrative review (no public hearing) or a public hearing (before Planning Commission and City Council)?**
☐ Administrative ☐ Public Hearing

2. **Please rate your satisfaction with (or the quality of) the following aspects of the development review process.**

<u>PRE-APPROVAL</u>	<u>Very satisfied</u>	<u>Somewhat satisfied</u>	<u>Somewhat dissatisfied</u>	<u>Very dissatisfied</u>	<u>N/A</u>
Availability/clarity of planning standards/design guidelines.....	1	2	3	4	5
Availability/clarity of application materials.....	1	2	3	4	5
Reasonableness of public notice requirements	1	2	3	4	5
Reasonableness of application fee	1	2	3	4	5
Availability/responsiveness of staff	1	2	3	4	5
Knowledge/clarity of staff	1	2	3	4	5
Usefulness of pre-application conference	1	2	3	4	5
Reasonableness of submittal requirements (traffic report, etc.)	1	2	3	4	5
Overall reasonableness of referral comments	1	2	3	4	5
Planning Division's referral comments.....	1	2	3	4	5
Public Works Department's referral comments	1	2	3	4	5
Parks and Recreation Department's referral comments	1	2	3	4	5
Timeliness of referral comments.....	1	2	3	4	5
Clarity of the Planning Commission staff report	1	2	3	4	5
Fairness of the Planning Commission hearing.....	1	2	3	4	5
Clarity of the City Council staff report	1	2	3	4	5
Fairness of the City Council public hearing.....	1	2	3	4	5
Overall timeline for pre-approval process.....	1	2	3	4	5

PRE-CONSTRUCTION

Availability/clarity of construction standards/design guidelines	1	2	3	4	5
Public improvement construction drawing requirements	1	2	3	4	5
Reasonableness of public improvement plan review comments.....	1	2	3	4	5
Creation/finalization of subdivision/development agreement.....	1	2	3	4	5
Final mylar signature and recordation	1	2	3	4	5
Overall timeline for pre-construction process.....	1	2	3	4	5

CONSTRUCTION ACCEPTANCE

Usefulness of pre-construction meeting.....	1	2	3	4	5
Reasonableness of construction acceptance requirements	1	2	3	4	5
Timeliness of public improvement construction inspections.....	1	2	3	4	5
Clarity of public improvement inspection comments	1	2	3	4	5
Clarity of final public improvement inspection punch list	1	2	3	4	5
Clarity of final field inspection for PUD compliance	1	2	3	4	5
Overall timeline for construction acceptance.....	1	2	3	4	5

3. Where should staff focus its efforts to improve the process listed above?

4. Have you been through a development review process in another city or county along the Front Range?

- ☐ No → go to question #7
☐ Yes

5. How would you compare the development review process in the City of Louisville to other jurisdictions along the Front Range? Would you say it is . . .

- ☐ Much better than most
☐ Somewhat better than most
☐ About the same as most
☐ Somewhat worse than most
☐ Much worse than most

6. Why did you give the rating above?

These last questions are about you as a participant in the development review process. Again, all of your responses to this survey are completely anonymous and will be reported in group form only.

7. How you have interacted with the City's Planning Division over the last three years?

- ☐ Submitted a development review application
(Annexation, Zoning, PUD, SRU, or Variance)
☐ Submitted a building permit application
☐ Submitted both

8. If you participated in the development review process, what was your development review request? (please check all that apply)

- ☐ Annexation
☐ Zoning/General Development Plan
☐ Planned Unit Development
☐ Plat/Minor Plan Revision
☐ Special Review Use
☐ Variance Request
☐ Other (please specify: _____)

9. How many times have you participated in the development review process in Louisville in the last five years?

- ☐ 1-2 ☐ 3-4 ☐ 5-6 ☐ 6+

10. In what role did you participate in the development review process with the City? (Please check one only.)

- ☐ Property owner
☐ Business owner
☐ Developer
☐ Architect
☐ Contractor
☐ Consultant
☐ Other (please specify: _____)

This survey is anonymous. However, if you want to discuss this survey or a specific project, please contact:

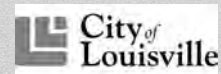
- City Manager, Malcolm Fleming (303-335-4532/malcolmf@louisvilleco.gov) or
- Planning & Building Safety Director, Troy Russ (303-335-4590/troyr@louisvilleco.gov).

Thank you for completing this survey and helping us improve our service to you and the community!



Louisville, CO

Building Permit and Land Development Services Surveys 2015



Survey Methods

Building Permit Survey

- Mailed randomly to 850 applicants
 - 510 minor permit applicants
 - 340 major permit applicants
- 105 completes (12%)
- $\pm 9\%$ margin of error

Land Development Survey

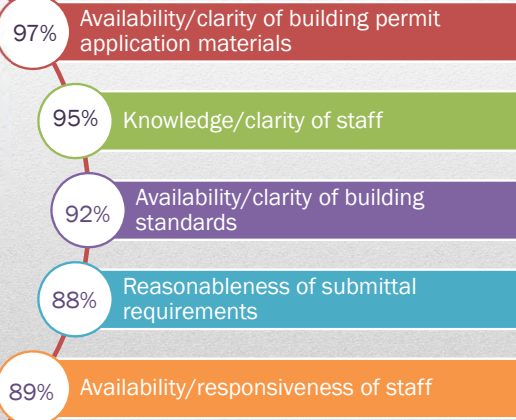
- Mailed to all 100 applicants (2013-2015)
- 24 completes (24%)
- $\pm 15\%$ margin of error



Most respondents are satisfied with the building permit process, while satisfaction with land development is mixed

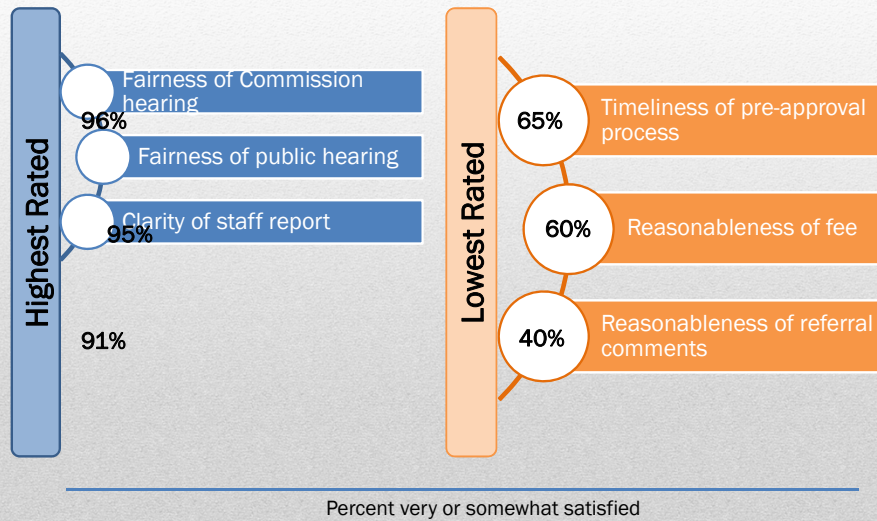
Key Finding

Building Permit Application Process

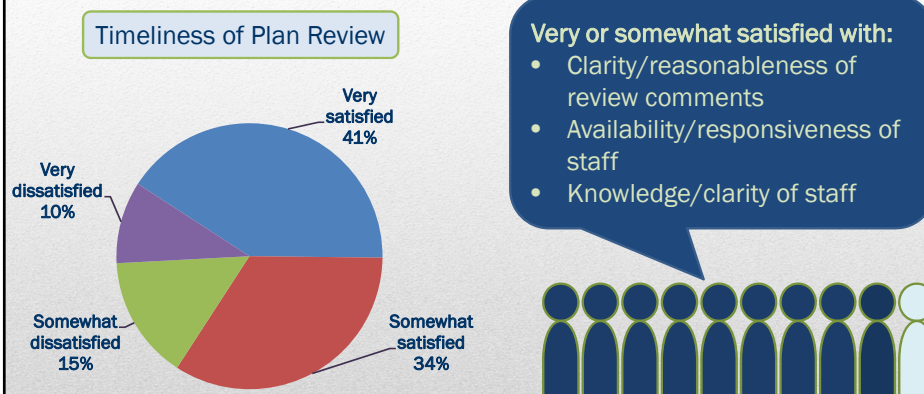


Percent very or somewhat satisfied

Land Development Pre-Approval



Building Permit Plan Review



Land Development Pre-Construction

6 in 10

Public Improvement construction drawing requirements

5 in 10

Availability/clarity of construction standards/design guidelines

Reasonableness of plan review comments

Creation/finalization of development agreement

Final mylar signature and recordation

4 in 10

Overall timeline for process

Percent very or somewhat satisfied

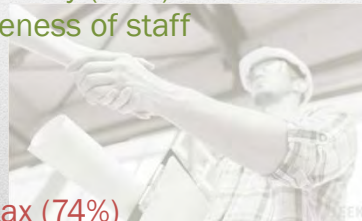
Building Permit Issuance

Highest rated:

- Knowledge/clarity of staff (95%)
- Notification permit is ready (95%)
- Availability/responsiveness of staff (93%)

Lowest rated:

- Cost of building use tax (74%)
- Cost of impact fees (72%)
- Cost of building fees (71%)



Percent very or somewhat satisfied

Building Permit Construction Inspection

**AT
LEAST
8 IN 10**

Very or somewhat
satisfied

Usefulness of pre-construction conference

Clarity of inspection record/card

Request procedures

Timeliness of inspections

Clarity of inspection comments

Timeliness of utility inspections

Reasonableness of punch list items

Availability and responsiveness of staff

Knowledge and clarity of staff

Building Permit Issuance of Certificate

9 in 10

very or somewhat satisfied with...



Clarity of final inspection and punch list

Reasonableness of punch list items

Timeliness of CO issuance

Land Development Construction Acceptance

Timeliness of public improvement construction inspections	80%
Clarity of final field inspection for PUD compliance	76%
Clarity of public improvement inspection comments	70%
Clarity of final public improvement inspection punch list	66%
Usefulness of pre-construction meeting	60%
Reasonableness of construction acceptance requirements	50%
Overall timeline for construction acceptance	45%

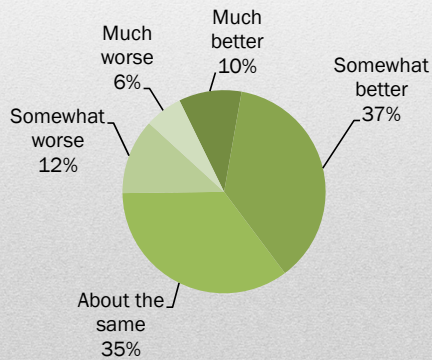
Percent very or somewhat satisfied

**Half of respondents felt
the building permit and
land development
processes compared well
to other front range
communities**

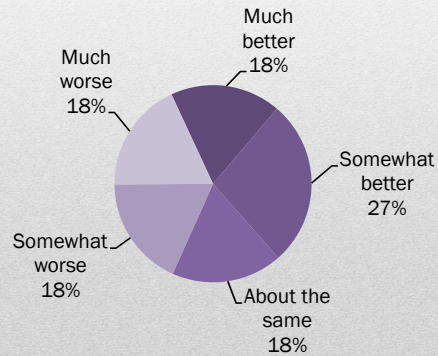
Key Finding

Comparisons to Front Range

Building Permit



Land Development

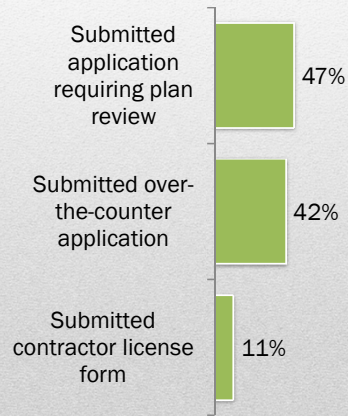


Participant Information

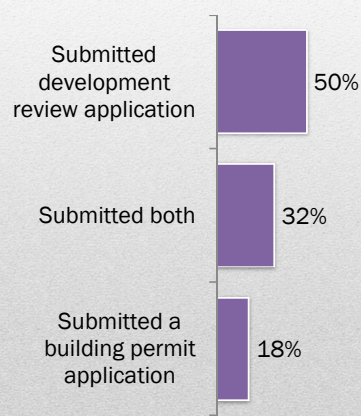


Interaction with Division

City Building Safety Division (Building Permit)

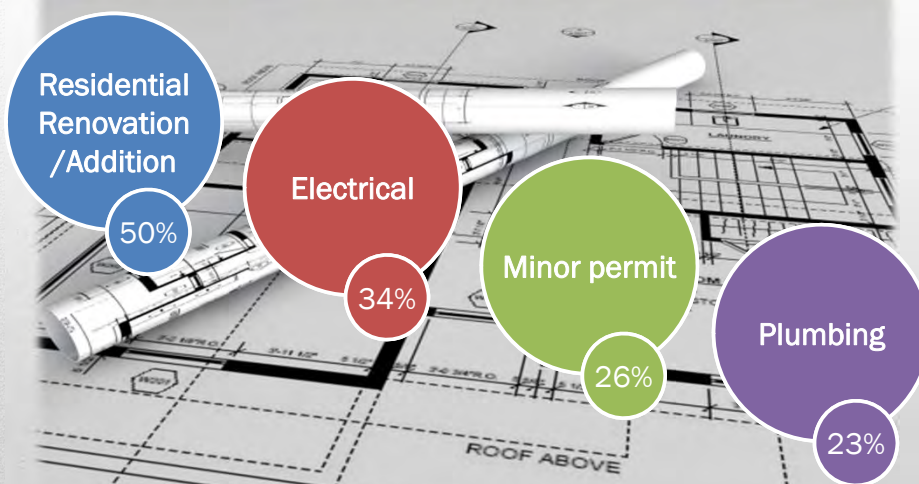


City's Planning Division (Land Development)



Percent of respondents

Building Permit Construction Request

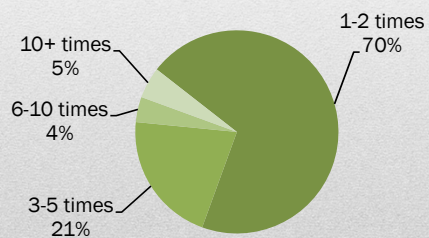


Land Development Review Request

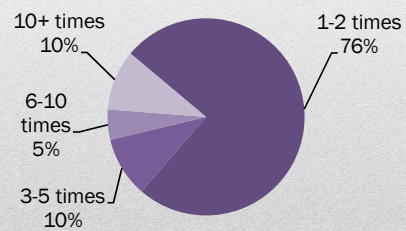


Participation in Process

Building Permit

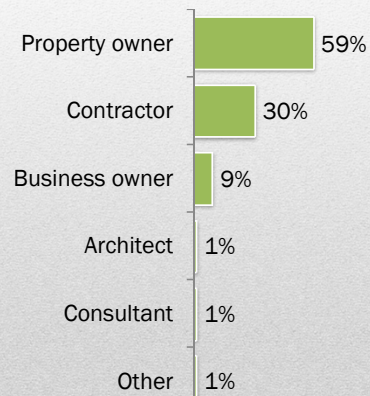


Land Development

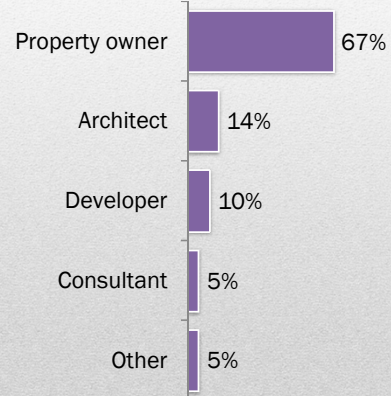


Role in Process

Building Permit



Development Review



Percent of respondents

Questions?

Thank you!

Laurie Urban
Project Manager
Laurie@n-r-c.com

Chelsey Farson
Presenter
Chelsey@n-r-c.com



August 25, 2015

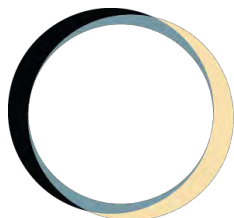
Following is a revised report and presentation provided by NRC for the Building Permit and Land Use Surveys. NRC found a few minor changes to the presentation and report after the materials had been posted. There also was one error in the executive summary and presentation regarding the overall reasonableness of referral comments for the land development review process (first bullet, last sentence under the Land Development Highlights). The percent satisfied was reported as 40% but it should be 53% (the data in the tables in the appendices is correct).



CITY OF LOUISVILLE, CO BUILDING PERMIT AND LAND DEVELOPMENT SERVICES SURVEYS

Report of Results

AUGUST 2015



NRC
National Research Center Inc

2955 Valmont Road Suite 300 • Boulder, CO 80301
303-444-7863 • nrc@n-r-c.com • www.n-r-c.com

Contents

Executive Summary 1

Tables of Results..... 3

Complete Survey Responses 9

Responses to Open-ended Questions 13

Appendix A: Subgroup Comparisons for Selected Survey Questions 19

Appendix B: Survey Methodology 29

Appendix C: Survey Materials 31

Executive Summary

Survey Background

- In 2015 the City of Louisville contracted with National Research Center, Inc. to administer two surveys of building permit and land development applicants to assess the quality of and satisfaction with building permit and land development services provided by the **Louisville's Planning and Building Safety Division**.
- The 2015 City of Louisville Building Permit Survey was mailed to a random sample of 850 building permit applicants and the 2015 Land Development Survey was mailed to all 100 Land Development applicants.
- A total of 105 Building Permit Surveys and 24 Land Development Surveys were returned, providing a response rate of 12% and 24%, respectively.
- The margin of error is plus or minus nine percentage points around any given percentage point for the entire sample of building permit applicants and plus or minus 15 percentage points for land development applicants. Given these somewhat larger margins of error, the findings should be thought of as indicative of what other respondents might say, but caution should be used when generalizing the findings to the larger populations.
- When a table for a question that only permitted a single response does not total to exactly 100%, it is due to the customary practice of rounding values to the nearest whole number.

Building Permit Survey Highlights

Most respondents are satisfied with the Louisville building permit process

- When asked about their satisfaction with the application process, Louisville respondents **reported they were “very satisfied” or “somewhat satisfied” with availability/clarity of city** building permit application materials (97%), knowledge/clarity of staff (95%) and availability/clarity of City building standards. Slightly less were satisfied with the availability/responsiveness of staff (89%) and reasonableness of submittal requirements (88%).
- At least 9 in 10 respondents gave high marks to most of the plan review measures of the Building Permit Process. However, about one-quarter of individuals were dissatisfied with the timeliness of plan review.
- With regard to permit issuance, respondents reported the highest levels of satisfaction for knowledge/clarity of staff, availability/responsiveness of staff and notification of permit readiness, **with at least 9 in 10 stating they were “very satisfied” or “somewhat satisfied.”** Permit issuance measures with the lowest levels of customer satisfaction were the costs of building fees, building use tax, impact fees and water/sewer tap fees (ranging between 71-76% **“very satisfied” or “somewhat satisfied”**).
- Over 8 in 10 individuals reported high levels of satisfaction with each of the construction inspection measures and 9 in 10 gave positive ratings to **the City's Issuance of Certificate of Occupancy** part of the Building Permit process.

Many respondents are experienced in the building permit process across the Front Range

- About half of respondents stated they have been through a building permit process in another city or county along the Front Range and half would say the process in the City of Louisville is “much better” or “somewhat better” than most.

Most building permit applications are for renovations

- Half of respondents indicated that the last permit application they submitted was for a residential renovation/addition. About 7 in 10 respondents have only participated in the Louisville permit process 1-2 times and about 6 in 10 were the property owners.

Land Development Services Survey Highlights

Satisfaction with the Louisville land development review process is mixed

- Survey respondents reported a wide range of satisfaction with the land development review process. The highest rated measures of the pre-approval process were fairness of the **Planning Commission hearing (96% “very satisfied” or “somewhat satisfied”)**, fairness of City Council public hearing (95%), clarity of Planning Commission staff report (91%) and reasonableness of public notice requirements (88%). The items with the lowest levels of satisfaction were availability/clarity of planning standards/design guidelines (67%), timeliness of referral comments (67%), overall timeliness of pre-approval process (65%), reasonableness of application fee (60%) and overall reasonableness of referral comments (53%).
- About half of respondents reported low levels of satisfaction for all of the pre-construction parts of the **City’s land development** review process, ranging from public improvement construction drawing requirements (**40% “somewhat dissatisfied” or “very dissatisfied”**) to overall timeline for pre-construction process (53% dissatisfied).
- Under construction acceptance, the timeliness of public improvement construction inspections, clarity of final field inspection for PUD compliance and clarity of public improvement inspection comments had the highest levels of customer satisfaction, with at least 7 in 10 respondents reporting they were very or somewhat satisfied. Overall, however, about one in five individuals reported being very dissatisfied with the measures of construction acceptance.

About half of respondents feel that the development review process in Louisville compares well to other communities in the area

- Approximately half of respondents stated they had participated in a development review process in other cities along the Front Range and about half of respondents reported that the City of Louisville is “much better” or “somewhat better” than other jurisdictions.

Tables of Results

The following pages contain a complete set of responses to each question on the survey, excluding the “don’t know” responses.

Survey Results for Building Permit Survey

Table 1: Question 1: Application Process

Please rate your satisfaction with (or the quality of) the following aspects of the Building Permit Process.	Very satisfied		Somewhat satisfied		Somewhat dissatisfied		Very dissatisfied		Total	
Availability/clarity of City building standards	49%	N=41	43%	N=36	7%	N=6	1%	N=1	100%	N=84
Availability/clarity of city building permit application materials	52%	N=43	45%	N=37	2%	N=2	1%	N=1	100%	N=83
Reasonableness of submittal requirements (licenses, Engineering documents, etc.)	51%	N=42	37%	N=30	7%	N=6	5%	N=4	100%	N=82
Availability/responsiveness of staff	60%	N=51	29%	N=25	7%	N=6	4%	N=3	100%	N=85
Knowledge/clarity of staff	63%	N=53	32%	N=27	1%	N=1	4%	N=3	100%	N=84

Table 2: Question 1: Plan Review

Please rate your satisfaction with (or the quality of) the following aspects of the Building Permit Process.	Very satisfied		Somewhat satisfied		Somewhat dissatisfied		Very dissatisfied		Total	
Timeliness of Plan Review	41%	N=29	34%	N=24	15%	N=11	10%	N=7	100%	N=71
Clarity/reasonableness of review comments	43%	N=29	48%	N=32	7%	N=5	1%	N=1	100%	N=67
Availability/responsiveness of staff	53%	N=36	40%	N=27	4%	N=3	3%	N=2	100%	N=68
Knowledge/clarity of staff	57%	N=39	35%	N=24	4%	N=3	3%	N=2	100%	N=68

Table 3: Question 1: Permit Issuance

Please rate your satisfaction with (or the quality of) the following aspects of the Building Permit Process.	Very satisfied		Somewhat satisfied		Somewhat dissatisfied		Very dissatisfied		Total	
Notification permit is ready	64%	N=50	31%	N=24	3%	N=2	3%	N=2	100%	N=78
Cost of building fees	31%	N=25	40%	N=32	23%	N=19	6%	N=5	100%	N=81
Cost of building use tax	35%	N=24	39%	N=27	19%	N=13	7%	N=5	100%	N=69
Cost of impact fees	29%	N=17	43%	N=25	17%	N=10	10%	N=6	100%	N=58
Cost of water/sewer tap fees	28%	N=11	48%	N=19	23%	N=9	3%	N=1	100%	N=40
Availability/responsiveness of staff	51%	N=38	42%	N=31	5%	N=4	1%	N=1	100%	N=74
Knowledge/clarity of staff	57%	N=42	38%	N=28	4%	N=3	1%	N=1	100%	N=74
Timeliness of permit issuance	50%	N=41	29%	N=24	13%	N=11	7%	N=6	100%	N=82

Table 4: Question 1: Construction Inspection

Please rate your satisfaction with (or the quality of) the following aspects of the Building Permit Process.	Very satisfied		Somewhat satisfied		Somewhat dissatisfied		Very dissatisfied		Total	
Usefulness of Pre-construction conference	47%	N=17	42%	N=15	11%	N=4	0%	N=0	100%	N=36
Clarity of inspection record/card (checklist)	48%	N=31	43%	N=28	8%	N=5	2%	N=1	100%	N=65
Construction inspection request procedures	49%	N=34	37%	N=26	13%	N=9	1%	N=1	100%	N=70
Timeliness of construction inspections	57%	N=44	29%	N=22	13%	N=10	1%	N=1	100%	N=77
Clarity of construction inspection comments	54%	N=37	32%	N=22	9%	N=6	6%	N=4	100%	N=69
Timeliness of utility/public improvement inspections	48%	N=20	43%	N=18	7%	N=3	2%	N=1	100%	N=42
Clarity of utility/public improvement inspection comments	55%	N=21	32%	N=12	11%	N=4	3%	N=1	100%	N=38
Reasonableness of punch list items	48%	N=23	33%	N=16	13%	N=6	6%	N=3	100%	N=48
Availability and responsiveness of staff	57%	N=40	33%	N=23	6%	N=4	4%	N=3	100%	N=70
Knowledge/clarity of staff	60%	N=43	31%	N=22	6%	N=4	4%	N=3	100%	N=72

Table 5: Question 1: Issuance of Certificate of Occupancy

Please rate your satisfaction with (or the quality of) the following aspects of the Building Permit Process.	Very satisfied		Somewhat satisfied		Somewhat dissatisfied		Very dissatisfied		Total	
Clarity of final inspection and punch list	60%	N=28	32%	N=15	6%	N=3	2%	N=1	100%	N=47
Reasonableness of punch list items	47%	N=18	42%	N=16	5%	N=2	5%	N=2	100%	N=38
Timeliness of CO issuance	56%	N=24	35%	N=15	2%	N=1	7%	N=3	100%	N=43

Table 6: Question 3

Have you been through a building permit process in another city or county along the Front Range?	Percent	Number
No	48%	N=47
Yes	52%	N=51
Total	100%	N=98

Table 7: Question 4

How would you compare the building permit process in the City of Louisville to other jurisdictions along the Front Range? Would you say it is . . .	Percent	Number
Much better than most	10%	N=5
Somewhat better than most	37%	N=19
About the same as most	35%	N=18
Somewhat worse than most	12%	N=6
Much worse than most	6%	N=3
Total	100%	N=51

Table 8: Question 6

How have you interacted with the City's Building Safety Division over the last three years?	Percent	Number
Submitted a building permit application requiring plan review	47%	N=38
Submitted an over-the-counter building permit application	42%	N=34
Submitted a contractor license form	11%	N=9
Total	100%	N=81

Table 9: Question 7

If you submitted a building permit application, what was your construction request? (please check all that apply)	Percent	Number
New Residential Construction	5%	N=4
Residential Renovation/Addition	50%	N=43
New Non-Residential Construction	13%	N=11
Core and Shell	3%	N=3
Tenant Finish	12%	N=10
Plumbing	23%	N=20
Electrical	34%	N=29
Minor Permit (fence, roofing, water heater, etc...)	26%	N=22
Other	9%	N=8

Total may exceed 100% as respondents could select more than one option.

Table 10: Question 8

How many times have you participated in the building permit process in Louisville in the last five years?	Percent	Number
1-2 times	70%	N=64
3-5 times	21%	N=19
6-10 times	4%	N=4
10 or more times	5%	N=5
Total	100%	N=92

Table 11: Question 9

In what role did you participate in the building permit process with the City? (Please check one only.)	Percent	Number
Property owner	59%	N=55
Business owner	9%	N=8
Developer	0%	N=0
Architect	1%	N=1
Contractor	30%	N=28
Consultant	1%	N=1
Other	1%	N=1
Total	100%	N=94

Survey Results for Land Development Services Survey

Table 12: Question 1

Did the project for your most recent application require an administrative review (no public hearing) or a public hearing (before Planning Commission and City Council)?	Percent	Number
Administrative	5%	N=1
Public hearing	95%	N=20
Total	100%	N=21

Table 13: Question 2: Pre-approval

Please rate your satisfaction with (or the quality of) the following aspects of the development review process.	Very satisfied		Somewhat satisfied		Somewhat dissatisfied		Very dissatisfied		Total	
Availability/clarity of planning standards/design guidelines	46%	N=11	21%	N=5	25%	N=6	8%	N=2	100%	N=24
Availability/clarity of application materials	50%	N=12	29%	N=7	17%	N=4	4%	N=1	100%	N=24
Reasonableness of public notice requirements	67%	N=16	21%	N=5	8%	N=2	4%	N=1	100%	N=24
Reasonableness of application fee	30%	N=7	30%	N=7	30%	N=7	9%	N=2	100%	N=23
Availability/responsiveness of staff	58%	N=14	25%	N=6	8%	N=2	8%	N=2	100%	N=24
Knowledge/clarity of staff	63%	N=15	8%	N=2	21%	N=5	8%	N=2	100%	N=24
Usefulness of pre-application conference	50%	N=9	17%	N=3	11%	N=2	22%	N=4	100%	N=18
Reasonableness of submittal requirements (traffic report, etc.)	38%	N=8	38%	N=8	19%	N=4	5%	N=1	100%	N=21
Overall reasonableness of referral comments	35%	N=6	18%	N=3	35%	N=6	12%	N=2	100%	N=17
Planning Division's referral comments	42%	N=8	32%	N=6	21%	N=4	5%	N=1	100%	N=19
Public Works Department's referral comments	27%	N=4	13%	N=2	13%	N=2	47%	N=7	100%	N=15
Parks and Recreation Department's referral comments	46%	N=6	31%	N=4	8%	N=1	15%	N=2	100%	N=13
Timeliness of referral comments	43%	N=9	24%	N=5	14%	N=3	19%	N=4	100%	N=21
Clarity of Planning Commission staff report	65%	N=15	26%	N=6	4%	N=1	4%	N=1	100%	N=23
Fairness of the Planning Commission hearing	74%	N=17	22%	N=5	0%	N=0	4%	N=1	100%	N=23
Clarity of City Council staff report	61%	N=11	22%	N=4	11%	N=2	6%	N=1	100%	N=18
Fairness of City Council public hearing	74%	N=14	21%	N=4	0%	N=0	5%	N=1	100%	N=19
Overall timeliness for pre-approval process	43%	N=10	22%	N=5	13%	N=3	22%	N=5	100%	N=23

Table 14: Question 2: Pre-construction

Please rate your satisfaction with (or the quality of) the following aspects of the development review process.	Very satisfied		Somewhat satisfied		Somewhat dissatisfied		Very dissatisfied		Total	
Availability/clarity of construction standards/design guidelines	33%	N=6	22%	N=4	22%	N=4	22%	N=4	100%	N=18
Public Improvement construction drawing requirements	33%	N=5	27%	N=4	20%	N=3	20%	N=3	100%	N=15
Reasonableness of public improvement plan review comments	38%	N=5	15%	N=2	23%	N=3	23%	N=3	100%	N=13
Creation/finalization of subdivision/development agreement	30%	N=3	20%	N=2	10%	N=1	40%	N=4	100%	N=10
Final mylar signature and recordation	25%	N=3	25%	N=3	25%	N=3	25%	N=3	100%	N=12
Overall timeline for pre-construction process	27%	N=4	20%	N=3	13%	N=2	40%	N=6	100%	N=15

Table 15: Question 2: Construction Acceptance

Please rate your satisfaction with (or the quality of) the following aspects of the development review process.	Very satisfied		Somewhat satisfied		Somewhat dissatisfied		Very dissatisfied		Total	
Usefulness of pre-construction meeting	30%	N=3	30%	N=3	0%	N=0	40%	N=4	100%	N=10
Reasonableness of construction acceptance requirements	33%	N=4	17%	N=2	25%	N=3	25%	N=3	100%	N=12
Timeliness of public improvement construction inspections	30%	N=3	50%	N=5	0%	N=0	20%	N=2	100%	N=10
Clarity of public improvement inspection comments	30%	N=3	40%	N=4	10%	N=1	20%	N=2	100%	N=10
Clarity of final public improvement inspection punch list	22%	N=2	44%	N=4	0%	N=0	33%	N=3	100%	N=9
Clarity of final field inspection for PUD compliance	13%	N=1	63%	N=5	0%	N=0	25%	N=2	100%	N=8
Overall timeline for construction acceptance	27%	N=3	18%	N=2	0%	N=0	55%	N=6	100%	N=11

Table 16: Question 4

Have you been through a development review process in another city or county along the Front Range?	Percent	Number
No	48%	N=10
Yes	52%	N=11
Total	100%	N=21

Table 17: Question 5

How would you compare the development review process in the City of Louisville to other jurisdictions along the Front Range? Would you say it is . . .	Percent	Number
Much better than most	18%	N=2
Somewhat better than most	27%	N=3
About the same as most	18%	N=2
Somewhat worse than most	18%	N=2
Much worse than most	18%	N=2
Total	100%	N=11

Table 18: Question 7

How you have interacted with the City's Planning Division over the last three years?	Percent	Number
Submitted a development review application (Annexation, Zoning, PUD, SRU, or Variance)	50%	N=11
Submitted a building permit application	18%	N=4
Submitted both	32%	N=7
Total	100%	N=22

Table 19: Question 8

If you participated in the development review process, what was your development review request? (please check all that apply)	Percent	Number
Annexation	6%	N=1
Zoning/General Development Plan	28%	N=5
Planned Unit Development	28%	N=5
Plat/Minor Plan Revision	17%	N=3
Special Review Use	28%	N=5
Variance Request	67%	N=12
Other	6%	N=1

Total may exceed 100% as respondents could select more than one option.

Table 20: Question 9

How many times have you participated in the development review process in Louisville in the last five years?	Percent	Number
1-2 times	76%	N=16
3-4 times	10%	N=2
5-6 times	5%	N=1
6 or more times	10%	N=2
Total	100%	N=21

Table 21: Question 10

In what role did you participate in the development review process with the City? (Please check one only.)	Percent	Number
Property owner	67%	N=14
Business owner	0%	N=0
Developer	10%	N=2
Architect	14%	N=3
Contractor	0%	N=0
Consultant	5%	N=1
Other	5%	N=1
Total	100%	N=21

Complete Survey Responses

The following pages contain a complete set of responses to each question on the survey, including the “don’t know” responses. The percent of respondents giving a particular response is shown followed by the number of respondents.

Building Permit Survey

Table 22: Question 1: Application Process

Please rate your satisfaction with (or the quality of) the following aspects of the Building Permit Process.	Very satisfied		Somewhat satisfied		Somewhat dissatisfied		Very dissatisfied		N/A		Total	
Availability/clarity of City building standards	42%	N=41	37%	N=36	6%	N=6	1%	N=1	14%	N=14	100%	N=98
Availability/clarity of city building permit application materials	44%	N=43	38%	N=37	2%	N=2	1%	N=1	14%	N=14	100%	N=97
Reasonableness of submittal requirements (licenses, Engineering documents, etc.)	44%	N=42	32%	N=30	6%	N=6	4%	N=4	14%	N=13	100%	N=95
Availability/responsiveness of staff	52%	N=51	25%	N=25	6%	N=6	3%	N=3	14%	N=14	100%	N=99
Knowledge/clarity of staff	53%	N=53	27%	N=27	1%	N=1	3%	N=3	16%	N=16	100%	N=100

Table 23: Question 1: Plan Review

Please rate your satisfaction with (or the quality of) the following aspects of the Building Permit Process.	Very satisfied		Somewhat satisfied		Somewhat dissatisfied		Very dissatisfied		N/A		Total	
Timeliness of Plan Review	30%	N=29	25%	N=24	11%	N=11	7%	N=7	26%	N=25	100%	N=96
Clarity/reasonableness of review comments	31%	N=29	34%	N=32	5%	N=5	1%	N=1	28%	N=26	100%	N=93
Availability/responsiveness of staff	39%	N=36	29%	N=27	3%	N=3	2%	N=2	27%	N=25	100%	N=93
Knowledge/clarity of staff	41%	N=39	26%	N=24	3%	N=3	2%	N=2	28%	N=26	100%	N=94

Table 24: Question 1: Permit Issuance

Please rate your satisfaction with (or the quality of) the following aspects of the Building Permit Process.	Very satisfied		Somewhat satisfied		Somewhat dissatisfied		Very dissatisfied		N/A		Total	
Notification permit is ready	53%	N=50	26%	N=24	2%	N=2	2%	N=2	17%	N=16	100%	N=94
Cost of building fees	26%	N=25	33%	N=32	20%	N=19	5%	N=5	16%	N=16	100%	N=97
Cost of building use tax	26%	N=24	29%	N=27	14%	N=13	5%	N=5	26%	N=24	100%	N=93
Cost of impact fees	18%	N=17	27%	N=25	11%	N=10	7%	N=6	37%	N=34	100%	N=92
Cost of water/sewer tap fees	12%	N=11	21%	N=19	10%	N=9	1%	N=1	57%	N=52	100%	N=92
Availability/responsiveness of staff	40%	N=38	33%	N=31	4%	N=4	1%	N=1	22%	N=21	100%	N=95
Knowledge/clarity of staff	45%	N=42	30%	N=28	3%	N=3	1%	N=1	21%	N=20	100%	N=94
Timeliness of permit issuance	43%	N=41	25%	N=24	12%	N=11	6%	N=6	14%	N=13	100%	N=95

Table 25: Question 1: Construction Inspection

Please rate your satisfaction with (or the quality of) the following aspects of the Building Permit Process.	Very satisfied		Somewhat satisfied		Somewhat dissatisfied		Very dissatisfied		N/A		Total	
Usefulness of Pre-construction conference	19%	N=17	16%	N=15	4%	N=4	0%	N=0	60%	N=55	100%	N=91
Clarity of inspection record/card (checklist)	34%	N=31	30%	N=28	5%	N=5	1%	N=1	29%	N=27	100%	N=92
Construction inspection request procedures	37%	N=34	28%	N=26	10%	N=9	1%	N=1	24%	N=22	100%	N=92
Timeliness of construction inspections	47%	N=44	23%	N=22	11%	N=10	1%	N=1	18%	N=17	100%	N=94
Clarity of construction inspection comments	40%	N=37	24%	N=22	7%	N=6	4%	N=4	25%	N=23	100%	N=92
Timeliness of utility/public improvement inspections	22%	N=20	20%	N=18	3%	N=3	1%	N=1	54%	N=49	100%	N=91
Clarity of utility/public improvement inspection comments	24%	N=21	14%	N=12	5%	N=4	1%	N=1	56%	N=49	100%	N=87
Reasonableness of punch list items	26%	N=23	18%	N=16	7%	N=6	3%	N=3	46%	N=41	100%	N=89
Availability and responsiveness of staff	43%	N=40	25%	N=23	4%	N=4	3%	N=3	25%	N=23	100%	N=93
Knowledge/clarity of staff	47%	N=43	24%	N=22	4%	N=4	3%	N=3	22%	N=20	100%	N=92

Table 26: Question 1: Issuance of Certificate of Occupancy

Please rate your satisfaction with (or the quality of) the following aspects of the Building Permit Process.	Very satisfied		Somewhat satisfied		Somewhat dissatisfied		Very dissatisfied		N/A		Total	
Clarity of final inspection and punch list	32%	N=28	17%	N=15	3%	N=3	1%	N=1	47%	N=41	100%	N=88
Reasonableness of punch list items	21%	N=18	18%	N=16	2%	N=2	2%	N=2	56%	N=49	100%	N=87
Timeliness of CO issuance	27%	N=24	17%	N=15	1%	N=1	3%	N=3	51%	N=45	100%	N=88

Land Development Services Survey

Table 27: Question 2: Pre-approval

Please rate your satisfaction with (or the quality of) the following aspects of the development review process.	Very satisfied		Somewhat satisfied		Somewhat dissatisfied		Very dissatisfied		N/A		Total	
Availability/clarity of planning standards/design guidelines	46%	N=11	21%	N=5	25%	N=6	8%	N=2	0%	N=0	100%	N=24
Availability/clarity of application materials	50%	N=12	29%	N=7	17%	N=4	4%	N=1	0%	N=0	100%	N=24
Reasonableness of public notice requirements	67%	N=16	21%	N=5	8%	N=2	4%	N=1	0%	N=0	100%	N=24
Reasonableness of application fee	30%	N=7	30%	N=7	30%	N=7	9%	N=2	0%	N=0	100%	N=23
Availability/responsiveness of staff	58%	N=14	25%	N=6	8%	N=2	8%	N=2	0%	N=0	100%	N=24
Knowledge/clarity of staff	63%	N=15	8%	N=2	21%	N=5	8%	N=2	0%	N=0	100%	N=24
Usefulness of pre-application conference	38%	N=9	13%	N=3	8%	N=2	17%	N=4	25%	N=6	100%	N=24
Reasonableness of submittal requirements (traffic report, etc.)	33%	N=8	33%	N=8	17%	N=4	4%	N=1	13%	N=3	100%	N=24
Overall reasonableness of referral comments	30%	N=6	15%	N=3	30%	N=6	10%	N=2	15%	N=3	100%	N=20
Planning Division's referral comments	36%	N=8	27%	N=6	18%	N=4	5%	N=1	14%	N=3	100%	N=22
Public Works Department's referral comments	18%	N=4	9%	N=2	9%	N=2	32%	N=7	32%	N=7	100%	N=22
Parks and Recreation Department's referral comments	27%	N=6	18%	N=4	5%	N=1	9%	N=2	41%	N=9	100%	N=22
Timeliness of referral comments	39%	N=9	22%	N=5	13%	N=3	17%	N=4	9%	N=2	100%	N=23
Clarity of Planning Commission staff report	63%	N=15	25%	N=6	4%	N=1	4%	N=1	4%	N=1	100%	N=24
Fairness of the Planning Commission hearing	71%	N=17	21%	N=5	0%	N=0	4%	N=1	4%	N=1	100%	N=24
Clarity of City Council staff report	48%	N=11	17%	N=4	9%	N=2	4%	N=1	22%	N=5	100%	N=23
Fairness of City Council public hearing	58%	N=14	17%	N=4	0%	N=0	4%	N=1	21%	N=5	100%	N=24
Overall timeliness for pre-approval process	42%	N=10	21%	N=5	13%	N=3	21%	N=5	4%	N=1	100%	N=24

Table 28: Question 2: Pre-construction

Please rate your satisfaction with (or the quality of) the following aspects of the development review process.	Very satisfied		Somewhat satisfied		Somewhat dissatisfied		Very dissatisfied		N/A		Total	
Availability/clarity of construction standards/design guidelines	27%	N=6	18%	N=4	18%	N=4	18%	N=4	18%	N=4	100%	N=22
Public Improvement construction drawing requirements	24%	N=5	19%	N=4	14%	N=3	14%	N=3	29%	N=6	100%	N=21
Reasonableness of public improvement plan review comments	24%	N=5	10%	N=2	14%	N=3	14%	N=3	38%	N=8	100%	N=21
Creation/finalization of subdivision/development agreement	14%	N=3	10%	N=2	5%	N=1	19%	N=4	52%	N=11	100%	N=21
Final mylar signature and recordation	14%	N=3	14%	N=3	14%	N=3	14%	N=3	43%	N=9	100%	N=21
Overall timeline for pre-construction process	19%	N=4	14%	N=3	10%	N=2	29%	N=6	29%	N=6	100%	N=21

Table 29: Question 2: Construction Acceptance

Please rate your satisfaction with (or the quality of) the following aspects of the development review process.	Very satisfied		Somewhat satisfied		Somewhat dissatisfied		Very dissatisfied		N/A		Total	
Usefulness of pre-construction meeting	16%	N=3	16%	N=3	0%	N=0	21%	N=4	47%	N=9	100%	N=19
Reasonableness of construction acceptance requirements	20%	N=4	10%	N=2	15%	N=3	15%	N=3	40%	N=8	100%	N=20
Timeliness of public improvement construction inspections	16%	N=3	26%	N=5	0%	N=0	11%	N=2	47%	N=9	100%	N=19
Clarity of public improvement inspection comments	17%	N=3	22%	N=4	6%	N=1	11%	N=2	44%	N=8	100%	N=18
Clarity of final public improvement inspection punch list	11%	N=2	22%	N=4	0%	N=0	17%	N=3	50%	N=9	100%	N=18
Clarity of final field inspection for PUD compliance	5%	N=1	26%	N=5	0%	N=0	11%	N=2	58%	N=11	100%	N=19
Overall timeline for construction acceptance	16%	N=3	11%	N=2	0%	N=0	32%	N=6	42%	N=8	100%	N=19

Responses to Open-ended Questions

Following are verbatim responses to the open-ended question on the two surveys, grouped by survey and question. The verbatim responses were not edited for grammar or punctuation.

Building Permit Survey

Question 2: Where should staff focus its efforts to improve the process listed above?

- Reduce requirements that do little to improve safety but add a lot of \$ to costs.
- As a do it yourself I would have liked more consult in the beginning. Could have saved a bit of time & money.
- Generally, the permitting was quick and efficient.
- No improvements at this time.
- All in all things are great working with the city.
- Inspection timeliness.
- I met with the head of building department, xxxx, and he was exceptional. Very helpful.
- I think the fees were very expensive. The inspector was only here for 25 minutes each time. There should be a time available when the inspector comes, not just a day.
- Inspector was uncommunicative and condescending and inflexible in working with general contractor on final punch list needed for C.O. His inflexible irrelevant interpretations of stucco on concrete foundation and of ridiculous make up air kit installation cost us significant time....
- We have no experience with another city to provide an informed comparison.
- Don't change a thing. Other cities around you including Ft. Collins are becoming "Little Boulder" which is bad.
- For lack of a better description, it seems the department and staff are striving to "be like Boulder".
- NA.
- We renovated our kitchen, which involved plumbing and electrical work and installation of an exhaust vent through the roof. It might be nice to provide a website or (printed) guide to requirements for residential remodels (bathrooms, kitchens, room additions, etc.)
- Process worked for me.
- I had a good experience & no additional focus required in building permit process.
- Speed up the process.
- My house is over 50 years old. Delay was in need for hist. pres. review.
- No great ideas for improvement, sorry. We used the walk in Tuesday hours to apply for our permit and got it right away as the home owners. This is very convenient! Thank you!
- Reasonableness of requirements are terrible.
- Low voltage requirements were vague and/or not communicated well. Put us at risk of missing our co timing need.
- Roof inspector should go on the roof to inspect & not just use binoculars!
- Need more consistency among field inspectors.

Louisville, CO • City of Louisville Building Permit and Land Development Surveys • 2015

- I can't really answer these questions because my designer & contractor handled the building permit process. I was, however, shocked at how expensive the permit was!!!
- Final inspection process was very difficult for us (presumably) for certain aspects of compliance that were unknown (furnace, utility space).
- Many companies have to move quickly to meet changing business needs, the lead time and requirements for review and approval cause delays, the cost of permitting of small projects can exceed 10% of the total cost, inspectors are often not trained for industrial equipment/construction.
- Inspectors knowledgeable & easy to work with.
- My general manager of the remodel did all the permitting, etc. Seemed to go smoothly.
- All seem adequate presently.
- Have the process focus on safety & quality instead of revenue generation for the city provide value don't just take my money!
- Decrease fees. Clarify website
- Make standards easier to find online for residential education and readiness.
- No suggestion--use of function has been limited to furnace, water heater, deck etc inspections. They have been timely and w/o problems
- Provide more timely permit issuance. Two weeks for simple remodels like a kitchen or basement finish is way too long. To have to wait longer because some staff member was out of the office for personal reasons is not acceptable practice. Contractors have business to run and delays can be costly to employees and clients.
- Louisville has always taken the longest to issue fence permits. Most all other cities in the vicinity are able to issue fence permits over the counter.
- Most cities in the Front Range area mail the permits out. When a business isn't located in the city itself, it becomes quite the hassle to take someone away from their job to pick up a permit. I appreciate that I can pay over the phone, but actually getting the permit in the companies hands can be difficult.
- In the inspection phase, be more open to residential owners who may have equal or more knowledge of building and other codes, by reason of their construction or professional knowledge and experience, than the inspector. Inspectors should also avoid being arbitrary about failing inspections based on items not within the scope of permits.
- It seems like one is at the mercy of more than the building department when doing a project. Planning, public works, fire, etc. It feels like I am at the mercy of all these other entities and it is outside my own control.
- If inspectors are running behind, a phone call would help. I was listed as an AM inspection. Waited all day, finally (after a call to the building dept.) I got a call at 4:45 PM that they wouldn't be able to be there until the next day. Lost an entire day waiting, when a simple phone call would have allowed me to be productive. Incredibly frustrating.
- Front desk lady is not very nice or helpful. I always feel like I am bothering her - forward facing/customer facing folks should enjoy interacting w/customers - she (xxxx) certainly abhors it. Completely opposite experience with the rest of staff (rest of city actually)

Question 5: Why did you give the rating listed above?

- Other departments have longer review times & are hard to communicate with.
- Less stress in Louisville!
- The city personnel seemed very friendly and helpful. Nothing extraordinary either way (good or bad).
- We are a plumbing contractor, mostly just applying for a license and getting inspections.
- xxxx was able to give me pointers on what he felt needed to be done to make the project successful.
- Because city of Boulder. Boulder county are much worse!
- The friendliness of the staff and knowledge overall in Louisville compared to Boulder.
- See item 1. Other cities are: Slow, don't care about the businesses having the work done, expensive, and full of Bureaucracy.
- Louisville was for house improvements Boulder was for commercial space.
- Louisville city very good.
- I deal with a lot of cities and counties on a day to day basis some are very difficult to deal with Louisville is one of the easier cities to deal with.
- Though we understand growth & development has expanded greatly in Louisville, requiring more attention to detail, there seem to have been a big shift to the "impersonal" a loss for our cherished and neighborly small town.
- Applications & issue of permits tend to be faster in Louisville than many other jurisdictions staff tends to be friendly, clear, and generally prompt.
- Our permit was obtained by our contractor. There were no issues and all seemed to go smoothly. Inspections done in a timely manner. No issue or concerns from our perspective.
- My roofing company handle permitting so I was largely uninvolved in the process.
- Only did one plumbing job, getting a plumbing license was a pain, you have records from DORA about everyone online, but you make us bring physical paper copies of this to you, it took me 2 trips to your bldg. to obtain one.
- No online access to check permit status. Staff at front counter told us she does not have time to check if job passed inspection, and to drive to clients home to obtain permit passed status on permit card.
- Need a little flexibility on Tyvec house wrap inspection & grandfather in egress windows for retro fit on old homes.
- Working in Boulder & Denver.
- Chief building official is an egomaniac. He is well known among contractors and is the subject of ridicule. Tough and fair does not have to equal what this guy is.
- Previous experience with city of Boulder required much more time and frustration.
- I have no idea about the process. I have been out of the construction business for 40 years. Every things seems ok.
- More approachable than city of boulder.
- All building departments seen to be about the same as far as time for permits & what is needed to apply & receive building permit.
- Other jurisdictions have more experience with commercial/industrial projects, and can meet the needs for expediting.

Louisville, CO • City of Louisville Building Permit and Land Development Surveys • 2015

- Have spoken with others obtaining permits & Louisville appears to be a more timely & streamlined process.
- Most difficult city to work with.
- You are easy to work with
- Ever since the new guy replaced xxxx- The building dept. sucks!
- Quicker
- has been less confusing and faster than most others
- Plan review is too long for simple projects that could be done over the counter.
- Review of sign permits takes too long. Should be a 3 day process instead of a 10 day process.
- Length of time it takes for a permit to be issued.
- Most cities along the Front Range mail or email me a copy of the permit. It is inconvenient to have to send someone to pick it up.
- Reasonable expectations
- Each city has its own quirks. Louisville is good at answering questions from the counter, but some of the surveying requirements are quite cumbersome. Some of the design guidelines are a bit vague and could be interpreted differently. At the end of the project you never know what hoops you need to jump through for final approval and have to wait for an inspection every time. These inspections often get rolled over to the next day stopping work.
- Nice folks, helpful & courteous. Not punitive in nature as other building depts can be.

Question 7: Other permit application, please specify:

- Solar thermal.
- Mechanical.
- Roofing permit
- Siding & windows
- Siding/windows
- Water heater, A/C
- Heating
- Commerical
- Sign Contractor
- hvac

Question 9: Other role, please specify:

- Engineer

Land Development Services Survey

Question 3: Where should staff focus its efforts to improve the process listed above?

- More integrated, less expensive.
- We have received great feedback through out the process.
- The process went smoothly & nothing needs to be changed.
- For my case it was fine.
- More administrative processing-Too much micro management from councils-Let staff do the job, they are the professionals not elected boards.
- Seems like you are already addressed the turnaround time for permits.
- Building permit dept wanted us to build to commercial IBC code for a residential property to be possibly used for home occupancy for business in the future. That is ridiculous and cost us time money in the process.
- I felt the process was lengthy but quite fair. The only negative was the inconsistency of what the rules were each time I went in there was a new rule or code the previous person failed to mention or met the [?]. However, overall I was quite happy & impressed w/ the process & ease/helpfulness of the staff.
- Fix the re zoning category for our neighborhood of 1/3 acre lots. The planning division did not warn us ahead of time that we would likely need to apply for a lot coverage variance because of the screwy re zoning issue. This resulted in extra fees and a delay of several months.
- Graphic representation of zoning standards (height,setbacks,bulk,etc.); typical construction details in CAD format from public works, revamp & consistency of application material.
- Shorten the timeline.
- more staff to improve turn around time.
- streamline the process and make guidelines more uniform city wide
- The Public Works staff functions with the efficiency and clarity of a first grader. They lack organization, clarity and understanding of even their own processes. I can go through a long list of specific failings of key staff members but to get to the rot of the problem I believe management needs to focus on replacing staff members xxxx, xxxx and xxxx. Throughout the public improvement, engineering process there were 12 revisions to plans from Public Works, all with direction from xxxx. Later revisions were actually to remove comments from the plan set that he had required in earlier revisions. Throughout the process he would haphazardly throw in new requirements that had never been mentioned before and acted a though it was not a big deal even though these new requirements added thousands of dollars to cost and extensive delays. This was done even after the plans were approved and signed off. The lack of respect for us, our project, our city and our citizens elt beyond opprobrious. There comes a time when it should be acknowledged that someone hates their job, and because of that, causes damage beyond simple incompetence. I truly feel personal egos, personal unhappiness, and general lack of concern for wht their job really means, prevents the three aforementioned people from performing their duties responsibly.
- Staff needs to focus on consistency. Comments that are given by public works staff in pre-conference meeting seem to have no relation to requirements for final approval. My understanding of the pre-construction meeting is to lay out the requirements

and make sure that everyone understands the scope and requirements of the project. Comments from Planning staff were in direct conflict with comments from Public Works staff. throughout the process requirements change without any notice, clarification or explanation. We asked for a list of requirements and were told by Public Works engineer that, " if we knew what we were doing than we would know what the requirements were." Throughout the process it became evident that he was not even sure of what the requirements were. There appears to be an atmosphere, or thought pattern, from staff that if they are vague enough in their responses then they cannot be held accountable. I consistently found staff, both Planning and Public Works, very willing to make verbal demands of requirements but unwilling to respond to questions in email or writing. This makes it very difficult to keep a project, especially a larger one, on budget and on time. I have worked in cities with much more restrictive policies and more intricate requirements but had a much easier time because of their organization and clear communication. This is not a city that I would recommend to other developers

- More clarity and improved negotiation in public works (engineering) requirements.

Question 6: Why did you give the rating listed above?

- We have dealt with Boulder city & county & Estes park.
- Very responsive staff.
- Seems Louisville process more efficient and less time consuming.
- Depends on the municipality. Some better, some worse
- Louisville is very pleasant to work with from a staff perspective, but limited in terms of helping guide the process (experience, creativity, resourcefulness.)
- The overall process takes too long. The public works staff does not respond to the promised timeline.
- Why won't you try public road !!!
- approval process is slow co review process is very slow
- staff is knowledgeable + the new regulation on 10% increase
- Staff incompetence and ego
- Lack of organization and knowledge base of staff
- Similar process, documents available, and staff time & reports

Question 8: Other development review request, please specify:

- N/A
- HPC landmark

Question 10: Other role, please specify:

- Attorney

Appendix A: Subgroup Comparisons for Selected Survey Questions

Survey responses were compared by respondent subgroups based on demographic characteristics (interaction with City staff, number of times participated in process, role in process). The tables show the ratings for the selected survey questions compared by characteristics. Cells shaded grey indicate statistically significant differences ($p \leq .05$).

Building Permit

Table 30: Question 1-Application Process

Please rate your satisfaction with (or the quality of) the following aspects of the Building Permit Process.: (Percent rating as "very satisfied" or "somewhat satisfied").	How have you interacted with the City's Building Safety Division over the last three years?			Participation in the building permit process in the last 5 years			Role in building permit process		Overall
	Submitted a building permit application requiring plan review	Submitted an over-the-counter building permit application	Submitted a contractor license form	1-2 times	3-5 times	6 times or more	Property owner	All others (Business owner, Developer, Architect, Contractor, Consultant, Other)	
Availability/clarity of City building standards	89%	93%	86%	94%	89%	75%	95%	86%	92%
Availability/clarity of city building permit application materials	97%	93%	100%	94%	100%	100%	95%	97%	96%
Reasonableness of submittal requirements (licenses, Engineering documents, etc.)	81%	93%	100%	92%	84%	75%	90%	85%	88%
Availability/responsiveness of staff	83%	94%	100%	96%	84%	67%	98%	81%	89%
Knowledge/clarity of staff	92%	100%	100%	98%	89%	100%	98%	94%	95%

Table 31: Question 1-Plan Review

Please rate your satisfaction with (or the quality of) the following aspects of the Building Permit Process.: (Percent rating as "very satisfied" or "somewhat satisfied").	How have you interacted with the City's Building Safety Division over the last three years?			Participation in the building permit process in the last 5 years			Role in building permit process		Overall
	Submitted a building permit application requiring plan review	Submitted an over-the-counter building permit application	Submitted a contractor license form	1-2 times	3-5 times	6 times or more	Property owner	All others (Business owner, Developer, Architect, Contractor, Consultant, Other)	
Timeliness of Plan Review	70%	85%	80%	83%	73%	20%	80%	70%	75%
Clarity/reasonableness of review comments	86%	94%	100%	91%	87%	100%	90%	92%	91%
Availability/responsiveness of staff	86%	100%	100%	96%	87%	80%	95%	88%	93%
Knowledge/clarity of staff	89%	100%	100%	95%	93%	80%	95%	92%	93%

Table 32: Question 1-Permit Issuance

Please rate your satisfaction with (or the quality of) the following aspects of the Building Permit Process.: (Percent rating as "very satisfied" or "somewhat satisfied").	How have you interacted with the City's Building Safety Division over the last three years?			Participation in the building permit process in the last 5 years			Role in building permit process		Overall
	Submitted a building permit application requiring plan review	Submitted an over-the-counter building permit application	Submitted a contractor license form	1-2 times	3-5 times	6 times or more	Property owner	All others (Business owner, Developer, Architect, Contractor, Consultant, Other)	
Notification permit is ready	92%	96%	100%	96%	94%	89%	98%	91%	95%
Cost of building fees	57%	81%	83%	72%	76%	44%	65%	76%	70%
Cost of building use tax	65%	84%	83%	75%	82%	38%	68%	78%	74%
Cost of impact fees	59%	90%	67%	76%	71%	33%	67%	76%	72%
Cost of water/sewer tap fees	67%	87%	67%	78%	88%	33%	80%	67%	75%
Availability/responsiveness of staff	89%	96%	100%	95%	89%	88%	95%	91%	93%
Knowledge/clarity of staff	88%	100%	100%	96%	94%	88%	95%	94%	95%
Timeliness of permit issuance	70%	87%	83%	86%	72%	50%	84%	74%	79%

Table 33: Question 1-Construction Inspection

Please rate your satisfaction with (or the quality of) the following aspects of the Building Permit Process.: (Percent rating as "very satisfied" or "somewhat satisfied").	How have you interacted with the City's Building Safety Division over the last three years?			Participation in the building permit process in the last 5 years			Role in building permit process		Overall
	Submitted a building permit application requiring plan review	Submitted an over-the-counter building permit application	Submitted a contractor license form	1-2 times	3-5 times	6 times or more	Property owner	All others (Business owner, Developer, Architect, Contractor, Consultant, Other)	
Usefulness of Pre-construction conference	78%	100%	100%	95%	67%	100%	88%	88%	89%
Clarity of inspection record/card (checklist)	88%	90%	100%	90%	88%	100%	89%	93%	91%
Construction inspection request procedures	85%	83%	83%	88%	72%	100%	86%	84%	86%
Timeliness of construction inspections	78%	88%	100%	90%	76%	67%	88%	81%	86%
Clarity of construction inspection comments	86%	82%	83%	89%	81%	67%	90%	79%	86%
Timeliness of utility/public improvement inspections	89%	100%	100%	96%	80%	100%	96%	87%	90%
Clarity of utility/public improvement inspection comments	87%	89%	100%	92%	80%	50%	90%	82%	87%
Reasonableness of punch list items	81%	80%	100%	86%	79%	50%	80%	82%	81%
Availability and responsiveness of staff	89%	90%	100%	95%	76%	100%	95%	87%	90%
Knowledge/clarity of staff	91%	87%	100%	91%	82%	100%	90%	90%	90%

Table 34: Question 1-Issuance of Certificate of Occupancy

Please rate your satisfaction with (or the quality of) the following aspects of the Building Permit Process.: (Percent rating as "very satisfied" or "somewhat satisfied").	How have you interacted with the City's Building Safety Division over the last three years?			Participation in the building permit process in the last 5 years			Role in building permit process		Overall
	Submitted a building permit application requiring plan review	Submitted an over-the-counter building permit application	Submitted a contractor license form	1-2 times	3-5 times	6 times or more	Property owner	All others (Business owner, Developer, Architect, Contractor, Consultant, Other)	
Clarity of final inspection and punch list	91%	93%	100%	97%	83%	50%	89%	94%	91%
Reasonableness of punch list items	90%	91%	100%	92%	91%	50%	86%	93%	89%
Timeliness of CO issuance	95%	92%	100%	96%	91%	50%	88%	100%	91%

Table 35: Question 3

	How have you interacted with the City's Building Safety Division over the last three years?			Participation in the building permit process in the last 5 years			Role in building permit process		Overall
	Submitted a building permit application requiring plan review	Submitted an over-the-counter building permit application	Submitted a contractor license form	1-2 times	3-5 times	6 times or more	Property owner	All others (Business owner, Developer, Architect, Contractor, Consultant, Other)	
Have you ever been through a building permit process in another city or county along the Front Range (Percent rating "yes")?	61%	47%	89%	36%	89%	89%	27%	90%	52%

Table 36: Question 4

	How have you interacted with the City's Building Safety Division over the last three years?			Participation in the building permit process in the last 5 years			Role in building permit process		Overall
	Submitted a building permit application requiring plan review	Submitted an over-the-counter building permit application	Submitted a contractor license form	1-2 times	3-5 times	6 times or more	Property owner	All others (Business owner, Developer, Architect, Contractor, Consultant, Other)	
How would you compare the building permit process in the City of Louisville to other jurisdictions along the Front Range? Would you say it is...(Percent rating "much better than most" or "somewhat better than most")	48%	50%	63%	57%	59%	0%	47%	49%	47%

Land Development Services

Table 37: Question 2-Pre-approval

Please rate your satisfaction with (or the quality of) the following aspects of the development review process: (Percent rating as "very satisfied" or "somewhat satisfied").	Have you interacted with the City's Planning Division over the last three years?			Participation in the land development process in the last 5 years		Role in development review process		Overall
	Submitted a development review application (Annexation, Zoning, PUD, SRU, or Variance)	Submitted a building permit application	Submitted both	1-2 times	3 or more times	Property owner	All others (Business owner, Developer, Architect, Contractor, Consultant, Other)	
Availability/clarity of planning standards/design guidelines	64%	100%	57%	75%	40%	64%	71%	67%
Availability/clarity of application materials	73%	100%	86%	88%	60%	86%	71%	79%
Reasonableness of public notice requirements	91%	100%	86%	94%	80%	86%	100%	87%
Reasonableness of application fee	50%	100%	57%	60%	60%	46%	86%	61%
Availability/responsiveness of staff	91%	100%	71%	100%	40%	93%	71%	83%
Knowledge/clarity of staff	82%	75%	57%	81%	40%	79%	57%	71%
Usefulness of pre-application conference	78%	100%	25%	91%	20%	89%	43%	67%
Reasonableness of submittal requirements (traffic report, etc.)	80%	100%	67%	86%	60%	83%	71%	76%
Overall reasonableness of referral comments	63%	100%	33%	64%	40%	44%	71%	53%
Planning Division's referral comments	67%	100%	86%	75%	80%	70%	86%	74%
Public Works Department's referral comments	43%	100%	20%	63%	0%	57%	17%	40%
Parks and Recreation Department's referral comments	60%	100%	100%	100%	50%	67%	100%	77%
Timeliness of referral comments	56%	100%	71%	79%	40%	75%	57%	67%
Clarity of Planning Commission staff report	91%	100%	100%	100%	80%	93%	100%	91%

Please rate your satisfaction with (or the quality of) the following aspects of the development review process: (Percent rating as "very satisfied" or "somewhat satisfied").	Have you interacted with the City's Planning Division over the last three years?			Participation in the land development process in the last 5 years		Role in development review process		Overall
	Submitted a development review application (Annexation, Zoning, PUD, SRU, or Variance)	Submitted a building permit application	Submitted both	1-2 times	3 or more times	Property owner	All others (Business owner, Developer, Architect, Contractor, Consultant, Other)	
Fairness of the Planning Commission hearing	100%	100%	100%	100%	100%	100%	100%	96%
Clarity of City Council staff report	89%	100%	80%	100%	60%	91%	83%	83%
Fairness of City Council public hearing	100%	100%	100%	100%	100%	100%	100%	95%
Overall timeliness for pre-approval process	73%	100%	43%	75%	40%	79%	43%	65%

Table 38: Question 2-Pre-construction

Please rate your satisfaction with (or the quality of) the following aspects of the development review process: (Percent rating as "very satisfied" or "somewhat satisfied").	Have you interacted with the City's Planning Division over the last three years?			Participation in the land development process in the last 5 years		Role in development review process		Overall
	Submitted a development review application (Annexation, Zoning, PUD, SRU, or Variance)	Submitted a building permit application	Submitted both	1-2 times	3 or more times	Property owner	All others (Business owner, Developer, Architect, Contractor, Consultant, Other)	
Availability/clarity of construction standards/design guidelines	67%	100%	33%	67%	25%	73%	20%	56%
Public Improvement construction drawing requirements	50%	100%	60%	78%	25%	75%	40%	60%
Reasonableness of public improvement plan review comments	50%	100%	50%	57%	50%	67%	40%	54%

Please rate your satisfaction with (or the quality of) the following aspects of the development review process: (Percent rating as "very satisfied" or "somewhat satisfied").	Have you interacted with the City's Planning Division over the last three years?			Participation in the land development process in the last 5 years		Role in development review process		Overall
	Submitted a development review application (Annexation, Zoning, PUD, SRU, or Variance)	Submitted a building permit application	Submitted both	1-2 times	3 or more times	Property owner	All others (Business owner, Developer, Architect, Contractor, Consultant, Other)	
Creation/finalization of subdivision/development agreement	40%	100%	50%	80%	0%	60%	33%	50%
Final mylar signature and recordation	40%	100%	33%	67%	25%	67%	25%	50%
Overall timeline for pre-construction process	50%	100%	20%	67%	0%	67%	0%	47%

Table 39: Question 2-Construction Acceptance

Please rate your satisfaction with (or the quality of) the following aspects of the development review process: (Percent rating as "very satisfied" or "somewhat satisfied").	Have you interacted with the City's Planning Division over the last three years?			Participation in the land development process in the last 5 years		Role in development review process		Overall
	Submitted a development review application (Annexation, Zoning, PUD, SRU, or Variance)	Submitted a building permit application	Submitted both	1-2 times	3 or more times	Property owner	All others (Business owner, Developer, Architect, Contractor, Consultant, Other)	
Usefulness of pre-construction meeting	67%	100%	50%	67%	50%	80%	33%	60%
Reasonableness of construction acceptance requirements	67%	100%	20%	50%	50%	71%	0%	50%
Timeliness of public improvement construction inspections	100%	100%	75%	83%	100%	100%	67%	80%
Clarity of public improvement inspection comments	67%	100%	75%	83%	50%	100%	33%	70%
Clarity of final public	50%	100%	75%	80%	50%	100%	33%	67%

Please rate your satisfaction with (or the quality of) the following aspects of the development review process: (Percent rating as "very satisfied" or "somewhat satisfied").	Have you interacted with the City's Planning Division over the last three years?			Participation in the land development process in the last 5 years		Role in development review process		Overall
	Submitted a development review application (Annexation, Zoning, PUD, SRU, or Variance)	Submitted a building permit application	Submitted both	1-2 times	3 or more times	Property owner	All others (Business owner, Developer, Architect, Contractor, Consultant, Other)	
improvement inspection punch list								
Clarity of final field inspection for PUD compliance	100%	100%	75%	100%	50%	100%	67%	75%
Overall timeline for construction acceptance	0%	100%	40%	57%	0%	67%	0%	45%

Table 40: Question 4

	Have you interacted with the City's Planning Division over the last three years?			Participation in the land development process in the last 5 years		Role in development review process		Overall
	Submitted a development review application (Annexation, Zoning, PUD, SRU, or Variance)	Submitted a building permit application	Submitted both	1-2 times	3 or more times	Property owner	All others (Business owner, Developer, Architect, Contractor, Consultant, Other)	
Have you been through a development review process in another city or county along the Front Range (Percent rating "yes")?	36%	67%	71%	33%	100%	31%	86%	52%

Table 41: Question 5

	Have you interacted with the City's Planning Division over the last three years?			Participation in the land development process in the last 5 years		Role in development review process		Overall
	Submitted a development review application (Annexation, Zoning, PUD, SRU, or Variance)	Submitted a building permit application	Submitted both	1-2 times	3 or more times	Property owner	All others (Business owner, Developer, Architect, Contractor, Consultant, Other)	
How would you compare the development review process in the City of Louisville to other jurisdictions along the Front Range? Would you say it is...(Percent rating "much better than most" or "somewhat better than most")	25%	100%	40%	60%	20%	50%	33%	45%

Appendix B: Survey Methodology

Survey Instrument Development

The City of Louisville conducted two surveys in 2015 to assess the quality of and satisfaction with building permit and land development services provided by the **Louisville's** Planning and Building Safety Division. These results help the City make decisions to improve review processes in this department. Two two-page survey instruments, one for building permits and one for land development, were created in an iterative process between City and NRC staff.

Selecting Survey Recipients

“Sampling” refers to the method by which survey recipients are chosen. The “sample” refers to all those who were given a chance to participate in the survey. All building permit applicants (owner, contractor or otherwise) from 2012 through 2014 were eligible for the Building Permit Survey. NRC used the permit list to randomly select recipients of the Building Permit Survey to create a final list of 850. The Building Permit Survey recipients were divided into two types: 510 minor permit applicants and 340 major permit applicants. All 100 land development applicants from 2013 through March 2015 received the Land Development Survey. Surveys were mailed to the contact listed in the application.

Survey Administration and Response

The full two-page surveys included one and a half pages of questions regarding individual satisfaction with aspects regarding the City's Building Permit or Land Development review processes, as appropriate, and a half page of questions about respondent demographics. All survey recipients were provided the option to complete the survey online.

Each selected recipient was contacted three times. First, a prenotification announcement informing the household members that they had been selected to participate in the survey was mailed. Approximately one week after mailing the prenotification, each household was mailed a survey and a cover letter signed by the City Manager enlisting participation. The cover letter contained a URL where respondents could complete the survey online, if desired. The packet also contained a postage-paid return envelope in which the survey recipients could return the completed questionnaire to NRC. A reminder letter and survey, scheduled to arrive one week after the first survey, was the final contact. The second cover letter asked those who had not completed the survey to do so and those who had already done so to refrain from turning in another survey. All survey recipients were provided the option to complete the survey online.

The mailings were sent in April 2015 and completed surveys were collected over the following five weeks. About 6% of the 850 Building Permit surveys and 8% of the Land Development surveys mailed were returned because the unit was vacant or the postal service was unable to deliver the survey as addressed. Of the remaining 798 Building Permit Survey recipients, 105 completed the survey (76 by mail and 29 online), providing a response rate of 12%. The Land Development Survey had a response rate of 24%; of the 92 contacts who received the survey, 24 completed the survey (20 by mail and 4 online).

95% Confidence Intervals

The 95% confidence interval (or “margin of error”) quantifies the “sampling error” or precision of the estimates made from the survey results. A 95% confidence interval can be calculated for any sample size, and indicates that in 95 of 100 surveys conducted like this one, for a particular item, a result would be found that is within plus or minus four percentage points of the result that would be found if everyone in the population of interest was surveyed. The practical difficulties of conducting any resident survey may introduce other sources of error in addition to sampling error. Despite best efforts to boost participation and ensure potential inclusion of all households, some selected households will decline participation in the survey (potentially introducing non-response error) and some eligible households may be unintentionally excluded from the listed sources for the sample (referred to as coverage error).

While the 95 percent confidence interval is generally no greater than plus or minus nine percentage points around any given percent reported for the entire sample for the Building Permit Survey and plus or minus 15 percentage points for the Land Development Survey. Results for subgroups will have wider confidence intervals. Where estimates are given for subgroups, they are less precise.

Survey Processing (Data Entry)

Mailed surveys were submitted via postage-paid business reply envelopes. Each survey was reviewed and “cleaned” as necessary. All surveys were entered into an electronic dataset, which was subject to a data entry protocol of “key and verify.” In this process, data were entered twice into an electronic dataset and then compared. Discrepancies were evaluated against the original survey form and corrected. Range checks as well as other forms of quality control were also performed.

Data from the web surveys were automatically collected and stored while respondents answered the questions. The online survey data were downloaded, cleaned as necessary and appended to the mail survey data to create a final, complete dataset.

Analyzing the Data

The surveys were analyzed using the Statistical Package for the Social Sciences (SPSS). Frequency distributions are presented in the body of the report. Chi-square and ANOVA tests of significance were applied to breakdowns of selected survey questions by permit type (major or minor). A “*p*-value” of 0.05 or less indicates that there is less than a 5% probability that differences observed between groups are due to chance; or in other words, a greater than 95% probability that the differences observed in the selected categories of our sample represent “real” differences among those populations. Where differences between subgroups are statistically significant, they are marked with grey shading in the appendices.

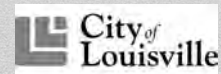
Appendix C: Survey Materials

A copy of the survey materials appear on the following pages.



Louisville, CO

Building Permit and Land Development Services Surveys 2015



Survey Methods

Building Permit Survey

- Mailed randomly to 850 applicants
 - 510 minor permit applicants
 - 340 major permit applicants
- 105 completes (12%)
- $\pm 9\%$ margin of error

Land Development Survey

- Mailed to all 100 applicants (2013-2015)
- 24 completes (24%)
- $\pm 15\%$ margin of error



Most respondents are satisfied with the building permit process, while satisfaction with land development is mixed

Key Finding

Building Permit Application Process



97%

Availability/clarity of building permit application materials

95%

Knowledge/clarity of staff

92%

Availability/clarity of building standards

89%

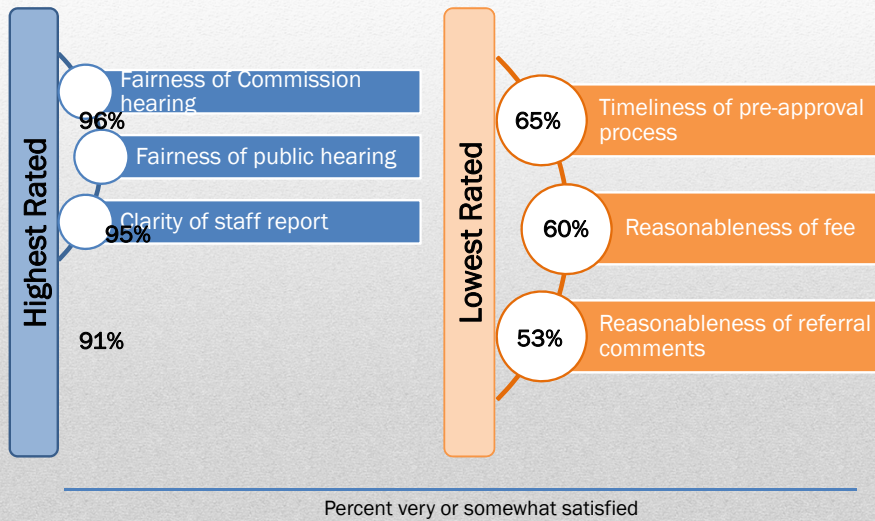
Availability/responsiveness of staff

88%

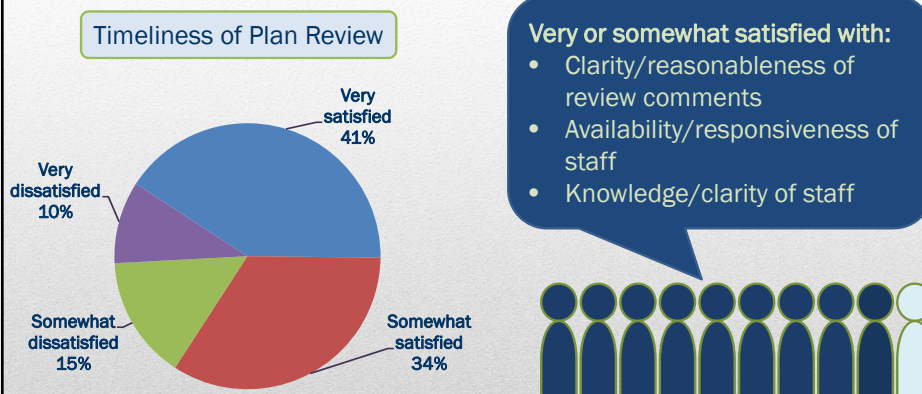
Reasonableness of submittal requirements

Percent very or somewhat satisfied

Land Development Pre-Approval



Building Permit Plan Review



Land Development Pre-Construction

6 in 10

Public Improvement construction drawing requirements

5 in 10

Availability/clarity of construction standards/design guidelines

Reasonableness of plan review comments

Creation/finalization of development agreement

Final mylar signature and recordation

4 in 10

Overall timeline for process

Percent very or somewhat satisfied

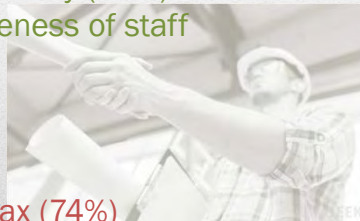
Building Permit Issuance

Highest rated:

- Knowledge/clarity of staff (95%)
- Notification permit is ready (95%)
- Availability/responsiveness of staff (93%)

Lowest rated:

- Cost of building use tax (74%)
- Cost of impact fees (72%)
- Cost of building fees (71%)



Percent very or somewhat satisfied

Building Permit Construction Inspection

**AT
LEAST
8 IN 10**

Very or somewhat
satisfied

Usefulness of pre-construction conference

Clarity of inspection record/card

Request procedures

Timeliness of inspections

Clarity of inspection comments

Timeliness of utility inspections

Reasonableness of punch list items

Availability and responsiveness of staff

Knowledge and clarity of staff

Building Permit Issuance of Certificate

9 in 10

very or somewhat satisfied with...



Clarity of final inspection and punch list

Reasonableness of punch list items

Timeliness of CO issuance

Land Development Construction Acceptance

Timeliness of public improvement construction inspections	80%
Clarity of final field inspection for PUD compliance	76%
Clarity of public improvement inspection comments	70%
Clarity of final public improvement inspection punch list	66%
Usefulness of pre-construction meeting	60%
Reasonableness of construction acceptance requirements	50%
Overall timeline for construction acceptance	45%

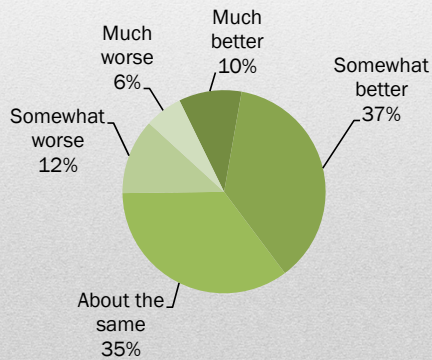
Percent very or somewhat satisfied

**Half of respondents felt
the building permit and
land development
processes compared well
to other front range
communities**

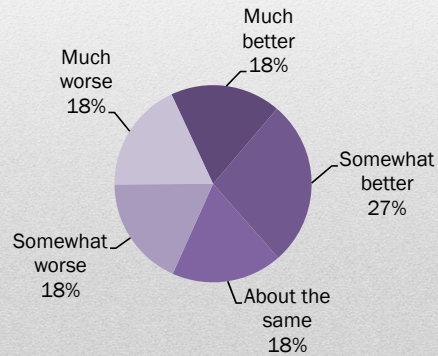
Key Finding

Comparisons to Front Range

Building Permit



Land Development

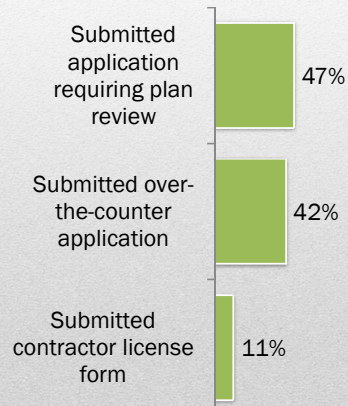


Participant Information

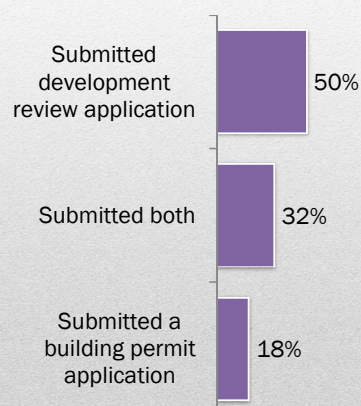


Interaction with Division

City Building Safety Division (Building Permit)

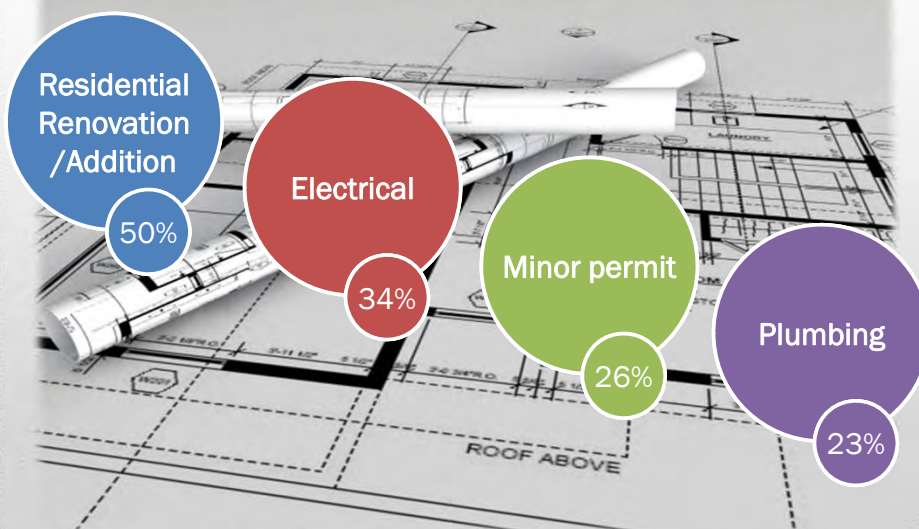


City's Planning Division (Land Development)



Percent of respondents

Building Permit Construction Request

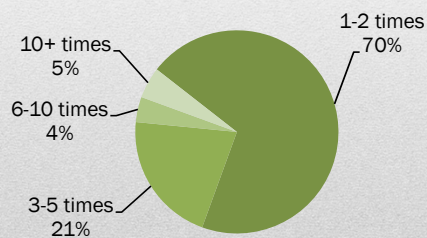


Land Development Review Request

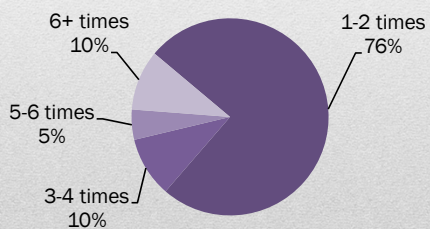


Participation in Process

Building Permit

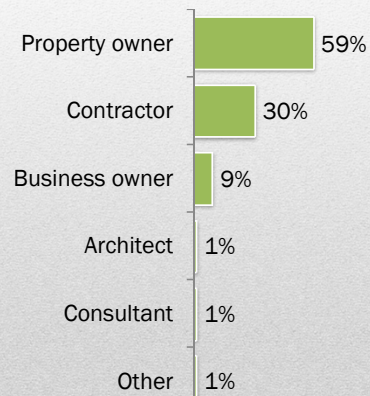


Land Development

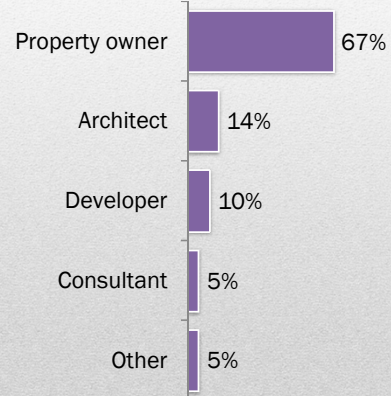


Role in Process

Building Permit



Development Review



Percent of respondents

Questions?

Thank you!

Laurie Urban
Project Manager
Laurie@n-r-c.com

Chelsey Farson
Presenter
Chelsey@n-r-c.com



SUBJECT: ANNUAL REPORT – LOCAL LICENSING AUTHORITY (LLA)

DATE: AUGUST 25, 2015

**PRESENTED BY: MEMBERS OF THE LOCAL LICENSING AUTHORITY
CAROL HANSON, SECRETARY TO THE AUTHORITY**

LIST HIGHLIGHTS AND SUCESESSES OF THE PAST YEAR (2014):

- Renewed 52 Liquor licenses and 2 Medical Marijuana licenses
- Approved 1 new Hotel and Restaurant license and 1 new Beer and Wine license
- Approved the transfer of 5 liquor licenses
- Approved 36 Special Events Liquor Permits – this includes supporting the Downtown Business Association continuing safe alcohol service at the Street Faire
- Police Department worked in conjunction with the LLA and the Lafayette Police Department to provide quarterly seller/server training. The Police Department also provided special training for Street Faire and Chamber events.

WHAT WORKED WELL FOR YOUR BOARD THIS PAST YEAR?

The Licensing Authority works well together and strives to encourage businesses to operate within the liquor or marijuana laws.

WHAT DID NOT WORK WELL FOR YOUR BOARD THIS PAST YEAR?

The Authority was not faced with any problems during 2014.

LIST PLANS/GOALS FOR NEXT YEAR: Continue to encourage license holders to discuss any issues with the Authority.

WHAT IS YOUR BOARD'S MISSION STATEMENT AND DO YOU THINK IT NEEDS ANY UPDATING OR CHANGING:

To uphold the powers and functions granted the Authority by the ordinances of the City and applicable State Statutes relating to all licensing of liquor and marijuana.

IN WHAT AREAS DO YOU NEED CITY COUNCIL INPUT/FEEDBACK?

The Authority welcomes any input or feedback, but has no specific requests.

KNOWING THAT FUNDING IS LIMITED AND NOT ALL PROGRAMS WILL BE A PRIORITY IN ANY GIVEN BUDGET YEAR, WHAT PROJECTS/ PROGRAMS/POSITIONS ETC. DOES THIS BOARD RECOMMEND THE CITY COUNCIL FUND IN NEXT YEAR'S BUDGET? No items.

SUBJECT: ANNUAL REPORT – LOCAL LICENSING AUTHORITY

DATE: AUGUST 25, 2015

PAGE 2 OF 2

**ARE THERE LEGISLATIVE ISSUES (NEW LAWS, AMENDMENTS, CODES, ETC.)
THIS BOARD WOULD ENCOURAGE THE CITY COUNCIL TO CONSIDER?**

Not at this time. Authority Attorney, Melinda Culley, does an outstanding job of keeping the Authority up to date if changes need to occur.

DO YOU HAVE QUESTIONS FOR THE CITY COUNCIL? Not at this time.

RECOMMENDATION:

Discussion

ATTACHMENT(S):

1. 2014 Louisville Local Licensing Authority Annual Report

LOCAL LICENSING AUTHORITY

2014 ANNUAL REPORT

2014 was another productive year for the Louisville Local Licensing Authority. We continue to have responsible licensees in the City. The occasions where the Authority was required to take action were minimal, and the rulings of the Authority brought subsequent compliance. The Louisville Police Department, working with other area law enforcement agencies, has continued to provide training to licensees. We have observed a consistent level of participation from our Louisville licensees. The Authority appreciates the Police Department's continued effort to educate and train local licensees. The Authority believes the training and assistance offered to local licensees by the Police Department and Carol Hanson, Deputy City Clerk and Secretary to the Authority, have made a positive impact on licensee compliance with state and local laws.

The Authority benefits from, and is appreciative of, the advice and counsel from Melinda Culley, Light Kelly P.C., Attorney for the Authority. Much appreciation also goes to the Police Department, particularly Sergeant Jay Lanphere and Officer Ben Redard, for their time and commitment to the Authority. Sergeant Lanphere's service as liaison between the Authority and the Department has been helpful. We would be terribly remiss if the Authority failed to note the invaluable knowledge, assistance and contributions of Authority Secretary, Carol Hanson. It is difficult to imagine operating without her expertise and keenness for Authority matters. The Authority is fortunate to have the services of all of these dedicated professionals and we look forward to a productive 2015.

**John Carlson
Chairperson
Local Licensing Authority**

MEMBERS OF THE AUTHORITY 2014

John Carlson, Chairperson

Marguerite Lipton, Vice-Chairperson

Matthew Machado

David Hughes

John Rommelfanger (resigned May 2014)

Tom Tennesen (associate-became full member in June)

Attorney to the Authority

Melinda Culley and Sam Light – Light,
Kelly & Dawes, P.C.

Secretary to the Authority

Carol Hanson, Deputy City Clerk

Police Department Representatives

Jay Lanphere, Police Sergeant
Ben Redard, Police Officer

TRAINING

The City of Louisville and the City of Lafayette established a shared quarterly training program and successfully continued those joint training sessions through 2014. Four regular training sessions were held during the year. A total of 80 sellers and servers from licensed establishments attended the training sessions, with 51 from Louisville businesses. The Police Department also provided special training for the Downtown Business Association, one restaurant and one brewer.

ACTION ITEMS

The Authority held ten regularly scheduled meetings in 2014.

In 2014, the Authority renewed 52 liquor licenses. The Authority approved one new Beer and Wine license and one new Hotel and Restaurant liquor license in 2014. Approval for transfer of five liquor licenses was considered and approved. In addition, thirty-six Special Events Permits were issued to eight non-profit organizations. The Authority considered other changes to licenses as they occurred. The Authority continues to work with the downtown restaurants to provide for alcohol service on the street patios.

The breakdown for the 60 liquor licenses held in the City of Louisville is as follows:

Hotel & Restaurant	37
Beer & Wine	4
3.2% Beer (Off Premises)	4
Retail Liquor Store	6
Tavern	6
Club	2
Brew-Pub	1

Authority Report 2014 (cont.)

Suspected liquor code violations continue to be reviewed on an individual basis by the Authority as incidents occur. The Authority ordered and held one Show Cause hearing this year. An Order to Dismiss was issued after the hearing was held and insufficient evidence was found to support the charges.

A number of incidents were reviewed and determined to require no further action by the Authority. State Liquor Enforcement checked on many of the liquor license holders over the course of 2014. The Authority continues to encourage license holders to appear before the Authority to discuss questions and concerns either the licensee or the Authority might have and what can be done to avoid problems.

The Authority wishes to extend its gratitude to the Louisville City Council for Council's ongoing support.

Approved by the Louisville Local Licensing Authority this 26th day of January 2015.

SUBJECT: ANNUAL REPORT – GOLF COURSE ADVISORY BOARD

DATE: AUGUST 25, 2015

PRESENTED BY: KEN GAMBON, CHAIR, WITH PARTICIPATION FROM ENTIRE BOARD:

- **LISA NORGARD, VICE-CHAIR**
- **SANDY STEWART, BOARD SECRETARY**
- **PERRY NELSON, BOARD MEMBER**
- **DENNIS MALONEY, BOARD MEMBER**
- **CORY NICKERSON, BOARD MEMBER**
- **HEIKKE NIELSEN, BOARD MEMBER**

LIST HIGHLIGHTS AND SUCCESSES OF THE PAST YEAR:

- Landscapes Unlimited exerted great effort and work commitment to complete their work on time, on budget and with good results.
- Course flood mitigation efforts were successful in general with minor adjustments required after Mother's Day flooding in May 2015.
- Golf Course opened 6/27/2015 to positive golfer and community reaction.
- Early indications (first 6 weeks) show encouraging business results at high level.
- Golf staff hiring is exemplary in all areas: Maintenance, Pro Shop and The Mine restaurant (contractor).
- Staff works promptly to understand and address concerns of adjoining homeowners.
- Golf Course maintenance team is working diligently to keep up with daily maintenance and complete work related to the recovery of the golf course.
- Pro shop staff and Caterer are providing great customer service.
- Ongoing cooperation between golf staff and golf leagues (Men's, Women's and Stokers).
- Very positive comments from golfers and non-golfer on restaurant quality and service. Offering expanding in coming months to meet community expectations.

WHAT WORKED WELL FOR YOUR BOARD THIS PAST YEAR?

- Participation in interview and selection of critical hires for golf course.
- Reviewing course reconstruction progress and tracking issues.
- Excellent working relationships with Head Pro and Superintendent – frank two-way communications.
- Discussions with restaurant contractor to enhance offerings.

WHAT DID NOT WORK WELL FOR YOUR BOARD THIS PAST YEAR?

- No unreported issues.

LIST PLANS/GOALS FOR NEXT YEAR:

- Assist staff to develop marketing strategy and value proposition.
- Track golfer issues and short term business results to assure Council goals and community expectations for CCGC are attained.
- Encourage more programs and offerings to grow number of golfers across all spectrums.
- Assist “The Mine” contractor to grow their offerings and utilization of the restaurant.

WHAT IS YOUR BOARD’S MISSION STATEMENT AND DO YOU THINK IT NEEDS ANY UPDATING OR CHANGING:

- GCAB resolution rewritten in 2015 to reflect City management rather than contractor.
- Discussion of Council expectations and goals.

IN WHAT AREAS DO YOU NEED CITY COUNCIL INPUT/FEEDBACK?

- Independent laser real-time focus required on several fronts:
 - Course conditions,
 - Number of paid rounds per day vs. plan,
 - Monthly revenue and profit vs. plan,
 - Golfer and homeowner /citizen satisfaction,
 - Competition on price, offerings and course condition.
- Is there an additional particular focus Council would like GCAB to address going forward?

KNOWING THAT FUNDING IS LIMITED AND NOT ALL PROGRAMS WILL BE A PRIORITY IN ANY GIVEN BUDGET YEAR, WHAT PROJECTS/ PROGRAMS/POSITIONS ETC. DOES THIS BOARD RECOMMEND THE CITY COUNCIL FUND IN NEXT YEAR’S BUDGET?

- Golf Course revenue / profit should fund all expense requirements and allow a capital fund to be established.
- No known capital requirements other than latent clubhouse issues as some new equipment has been purchased and building retrofit has been accomplished.

ARE THERE LEGISLATIVE ISSUES (NEW LAWS, AMENDMENTS, CODES, ETC.) THIS BOARD WOULD ENCOURAGE THE CITY COUNCIL TO CONSIDER?

- None

DO YOU HAVE QUESTIONS FOR THE CITY COUNCIL?

- Does City Council still see the value of an independent Golf Course Advisory Board OR does Council feel there is no further need for assistance regarding the golf course operation and the ability of the golf course to meet citizens' needs?
- There is 'talk' of a Parks & Recreation Board that might subsume the role of GACB
 - Are you prepared to discuss this in detail tonight?

RECOMMENDATION:

- Continue GCAB independent oversight of operational and business results on a monthly basis to assure Council goals and direction is attained and community views the golf course as an asset and benefit to Louisville.
- Review GCAB involvement in 2016 once operational 'track record' is established and business results are meeting Council and community goals and expectations.
- Council should cause the implementation of separation of duties which is critical to effective internal controls and good financial / business management.
- Discussion

ATTACHMENT(S):

1. GCAB 2015 Council update slides – power point
2. Drone fly over video of Coal Creek Golf Course

Our New 25 year old course

*We did it!
On time, on budget and a great result*

GCAB 2015 Annual Update to City Council

1

Course Condition

Layout : minor enhancements with improved sight-lines

Greens : excellent! Redesigned with added contours and all rebuilt

Bunkers : excellent! redesigned for better play and lower maintenance

Fairways: some maturing needed. Redesigned with added swales for drainage and playability

Rough: Out of play areas converted to native grass for lower maintenance and irrigation cost and to improve aesthetics. Staff is monitoring concern from golfers and adjacent homeowners on playability and visual effect

Clubhouse: added expenditure as part of start-up cost for AC, grease pit and kitchen facilities. No known outstanding issues

Catering: "The Mine" catering service is well received

GCAB 2015 Annual Update to City Council

2

Fees

- 10% discount for Louisville citizens on Ajax* Acme, Imperial* and Regal passes * 7 day play
- Concerns still exist on 'casual play' costs for Louisville citizens and seniors without annual passes.
- Dynamic pricing causing initial confusion but meets goal
 - Rounds per hour higher during premium time (8am – 9:30am daily)

Fee comparison (weekend rates with cart)		
Course	Rate	Discount
Omni Interlocken	\$130	
Colorado National	\$83	
Coal Creek	\$67	Premium time 8:00 to 9:30am
Broadlands	\$67	\$63 for Broomfield resident
Indian Peaks	\$67	\$63 for Lafayette resident
Riverdale Dunes	\$63	\$59 for Brighton resident
Coal Creek	\$62	Shoulder time 6:00 to 7:50am
Heritage Westmoor	\$60	\$52 for Westminster resident
Marianna Butte	\$59	
Ute Creek	\$59	
Coal Creek	\$59	Ajax Pass: Shoulder time 6:00 to 7:50am
Saddleback	\$58	
Flatirons	\$54	\$49 for senior
Mad Russian	\$48	
Coyote Creek	\$47	

GCAB 2015 Annual Update to City Council

3

GCAB focus items going forward

- GCAB assisting staff with marketing strategy development – initial document due October 2015.
- Focus on short term business results vs. plan
- Continue focus on rates compared to competition
- Continue to focus on course quality
- Emphasis on addressing golfer concerns and other citizen concerns

GCAB 2015 Annual Update to City Council

4

Role of GCAB going forward

- New resolution on GCAB approved by Council in 2015.
 - Is Council comfortable with assuming the oversight of Coal Creek GC with staff?
 - Is there still a role for GCAB in 2016 or is it time to “sun set” the GCAB?
- There is talk of a Parks & Recreation Board that might subsume GCAB role and cover “ALL THINGS” Parks & Recreation?
 - Are you prepared to discuss interest and details tonight?

GCAB 2015 Annual Update to City Council

5

Thank you

- We appreciate your focus and attention
- Many positive things have come out of the rebuilding of CCGC
- Most golfers like the new CCGC

GCAB 2015 Annual Update to City Council

6